

Winnetka Village Council
STUDY SESSION
Village Hall
510 Green Bay Road
Tuesday, January 13, 2015
7:00 PM

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AGENDA

- 1) Call to Order
- 2) 2014 Village Citizen Survey: Final Report
- 3) Public Comment
- 4) Executive Session
- 5) Adjournment

NOTICE

All agenda materials are available at villageofwinnetka.org (Government > Council Information > Agenda Packets & Minutes); the Reference Desk at the Winnetka Library; or in the Manager's Office at Village Hall (2nd floor).

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Agenda Item Executive Summary

Title: 2014 Village Citizen Survey: Final Report

Presenter: Robert M. Bahan, Village Manager

Agenda Date: 01/13/2015

Consent: YES NO

- | | |
|-------------------------------------|-------------------------|
| <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | Resolution |
| <input type="checkbox"/> | Bid Authorization/Award |
| <input type="checkbox"/> | Policy Direction |
| <input checked="" type="checkbox"/> | Informational Only |

Item History:

- July 8, 2014, Council Study Session: Community-Wide Village Survey, Update
- July 15, 2014, Regular Council Meeting: Village Survey Development & Administration, NRC
- September 2, 2014, Regular Council Meeting: Village-Wide Community Survey
- September 9, 2014, Council Study Session: Village- Wide Community Survey, Update

Executive Summary:

During 2013 strategic planning sessions, the Village Council set a community-wide survey as a high priority for 2014. Following a Request for Proposals process and interviews, Staff recommended the Village select National Research Center (NRC) Inc. to develop and administer the first citizen survey. On July 15, 2014, the Council authorized an agreement with NRC and work commenced immediately.

Survey administration began in late September and data collection ended in early November. NRC then began the process of entering, cleaning, and analyzing the data gleaned from both the hard copy and online surveys submitted. Overall, the Village achieved a 45% response rate for the 2014 Citizen Survey.

NRC President Tom Miller will be at the Study Session meeting to make a presentation on the full results report and answer any questions.

Recommendation:

This is an informational report on the results of the 2014 Village Citizen Survey. Following this presentation and Council consideration of the data, subsequent time will be scheduled to discuss specific recommendations and actions.

Attachments:

- Memorandum from Manager Bahan, re: Citizen Survey Final Report
- Attachment #1: NRC 2014 Citizen Survey, Report of Results
- Attachment #2: NRC 2014 Citizen Survey, Report of Benchmark Comparisons
- Attachment #3: NRC Qualifications and Proposal, dated June 20, 2014
- Attachment #4: NRC Pricing Proposal, dated July 10, 2014

VILLAGE OF WINNETKA
M E M O R A N D U M

TO: Village Council

FROM: Robert M. Bahan, Village Manager

CC: Megan E. Pierce, Assistant to the Village Manager

DATE: January 5, 2014

SUBJECT: Citizen Survey Final Report

Background

During 2013 strategic planning sessions, the Village Council set a community-wide survey as a high priority for 2014. Following a Request for Proposals process and interviews, Staff recommended the Village select National Research Center (NRC) Inc. to develop and administer the first citizen survey. NRC had demonstrated a more collaborative and extensive survey process, as well as a deep background and knowledge of data collection methods and statistical analysis. On July 15, 2014, the Council authorized an agreement with NRC and work commenced immediately.

Survey Development

Early on, the Council stressed the importance of engagement and broad input into the development of the survey tool. A Survey Team, composed of Trustees Fessler and McCrary, myself, and Assistant to the Village Manager Megan Pierce worked closely with NRC to solicit feedback from the Council, our advisory boards and commissions, and staff within the Village organization. While the Survey Team gathered and reviewed input, NRC crafted the questions and ensured the survey document was cohesive and that questions were valid and sequenced in a manner that would elicit optimum response. Our focus was on the critical areas the Council believed required community input to facilitate future decision-making, such as stormwater management, refuse collection, and business district revitalization. The tool also solicits opinions on core services, quality of life, and demographics.

Using the Village's available channels, the Village began communicating about the survey, which would be mailed to every Winnetka household. The Village Council approved the survey tool in September, and then NRC began its three-pronged administration, which included a pre-survey mailing postcard, a first survey mailing, and a second survey mailing. The Village's survey tool offered residents the option to complete a hard copy survey or an online version. Responses to the survey are completely anonymous. The postcard arrived in resident mailboxes in late September, and the first surveys were mailed in early October. Data collection ended in November, and NRC began its process of entering, cleaning, and analyzing the data.

Survey Reports

Over the five weeks of data collection, surveys were mailed to 4,308 households. 4,177 households received surveys (accounting for a small percentage that were not deliverable), and 1,876 were completed by the cutoff date. Overall, the Village achieved a very high response rate on its first citizen survey: 45%. Only a very small number of surveys were completed online—most households preferring the paper method of responding.

The ultimate process outcome is two reports, which are attached here. In *Attachment #1, Report of Results*, NRC provides an executive summary, background on why and how the survey was conducted, and the complete survey results. NRC offers a complete primer on their methodology and the administration process which is very helpful for understanding the analysis that follows. The results are first presented with graphs and analysis summaries, and then in Appendix B, the complete frequency of responses for each question is displayed. Appendix C breaks out responses by both characteristics (selected from the demographic question group) as well as by geographic area (four areas were selected prior to survey administration).

Attachment #2, Report of Benchmark Comparisons, is focused on core service questions from the Village's survey tool. For these questions, Winnetka's responses were compared to responses from a group of pre-selected "benchmark communities," for which NRC also conducts citizen surveys. While no two communities are exactly alike, benchmarking and trending are useful tools in survey data analysis over time.

Attachment #3 and *Attachment #4* have been included for historical reference. This includes NRC's original response to the Village's RFP and their updated pricing proposal to conduct the agreed-to scope of work.

Obviously, there is a great deal of data and wealth of information to draw from these two reports. This memo is simply an overview of what NRC has more thoroughly detailed in their reports. Tom Miller, President of NRC, will be at the January 13 Council Study Session to make a presentation on the full results report. He will be available to answer the Council's questions on the Village's first citizen survey.

In terms of next steps, following Council discussion in January, I would recommend we then revisit our strategic planning priorities. Staff will begin to update our tracking document with what has been accomplished since the last review—allowing us to then consider how the survey results may change, shift, or add to the priorities we last determined.

Recommendation

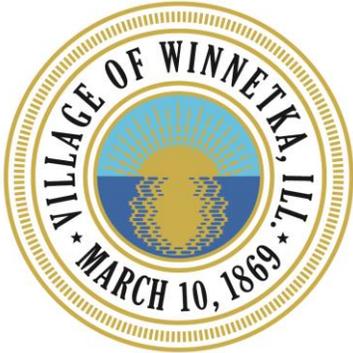
This is an informational report on the results of the 2014 Village Citizen Survey. Following this presentation and Council consideration of the data, subsequent time will be scheduled to discuss specific recommendations and actions.

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Attachments

- *Attachment #1*: NRC 2014 Citizen Survey, Report of Results
- *Attachment #2*: NRC 2014 Citizen Survey, Report of Benchmark Comparisons
- *Attachment #3*: NRC Qualifications and Proposal, dated June 20, 2014
- *Attachment #4*: NRC Pricing Proposal, dated July 10, 2014

**Attachment #1:
NRC 2014 Citizen Survey,
Report of Results**



Village of Winnetka 2014 Citizen Survey

Report of Results

December 2014



2955 Valmont Rd., Suite 300 • Boulder, Colorado 80301
t: 303-444-7863 • f: 303-444-1145 • www.n-r-c.com

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Executive Summary

Survey Background

The Village of Winnetka 2014 Citizen Survey is the first community-wide survey that the Village has conducted. The purpose of the broad-based community survey was to monitor the quality of life in the community, measure the performance of core services and to gather public opinion on ongoing projects including business district revitalization.

Surveys were sent to all eligible households in the village. About 3% of the surveys were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 4,177 households receiving a survey, 1,876 completed the survey, providing an overall response rate of 45%. The strong overall response rate (which was nearly identical across four geographic subareas) bolsters the representativeness of the survey. The margin of error for the number of responses is plus or minus two percentage points around any given percentage. Results for each survey question are detailed in *Appendix B: Frequency of Survey Responses* and select results also are reported by respondent location and demographic characteristics in *Appendix C: Survey Results Compared by Respondent Characteristics*.

Highlights

Winnetka residents enjoy a high quality of life

- Nearly all residents felt that Winnetka as a place to live, their neighborhoods as a place to live, Winnetka as a place to raise children and the overall quality of life in the village were excellent or good.
- The core characteristics that drew residents to live in the village centered around the safety of the community, the quality of its schools, proximity to the city, general attractiveness, the quality of its neighborhoods, the small town feel and public amenities such as parks and the library.
- Winnetka received positive ratings from the vast majority of residents (at least 90%) for overall characteristics of the community including safety, ease of getting to places, the quality of the natural environment, opportunities for education and enrichment and its overall image or reputation.

Village services perform very well overall

- Taking into consideration that the Village of Winnetka provides services in the areas of general government, public safety, public works, community development and more, the overwhelming majority of residents (91%) rated the overall quality of services provided by the Village as excellent or good.
- The level of customer service by Village employees received high ratings from 87% of residents.
- At least 9 in 10 residents gave favorable ratings to police services, crime prevention, fire services, ambulance or emergency medical services, fire prevention and education, garbage collection, recycling, yard waste pick-up, drinking water and Village-sponsored special events.
- Compared to residents who worked at least part-time, non-working residents rated the overall quality of services more highly; overall customer service by Village employees also

received higher ratings from non-working residents, along with residents aged 55 and older, long term residents (more than 20 years) and residents living with adults aged 65 or older.

Residents support prioritizing stormwater management, economic development in the business districts as well as changes to garbage pick-up

- Storm drainage and economic development received the fewest positive ratings among the services listed in the survey. Similarly, in an open-ended question about improving services in Winnetka overall, storm drainage and business district improvements were the most common areas cited for improvement (by 16% and 14% of respondents, respectively).
- About two-thirds of respondents said they strongly supported adding development requirements for new home construction for the purpose of controlling stormwater runoff and one-quarter somewhat supported the idea.
- Most residents (77%) agreed that business district revitalization should be a high priority for the Village.
- The survey gauged resident support for moving the location of garbage collection service from back door to curbside. A majority of residents either strongly supported (34%) or somewhat supported (26%) the proposal, while 40% strongly or somewhat opposed it.

Residents would like to see redevelopment in the Village's business districts, specifically with more options for food and dining

- Thinking about the three districts, at least 7 in 10 residents gave positive ratings to the architectural style of buildings, sidewalk attractiveness, lighting attractiveness, the condition of sidewalks and pedestrian-friendly access.
- Fewer than half of respondents gave positive ratings for the quality of commercial areas, shopping opportunities and variety of eating/dining opportunities in the village, overall, and to the variety of shopping choices, dining options and availability of downtown living in the three business districts specifically.
- Residents identified three high priority areas for the business districts to focus on: serving local retail and service needs (88% essential or very important), being a more attractive place to own a business (81%) and pursuing redevelopment of vacant or underused commercial sites (80%).
- When asked what would draw them to Winnetka's business districts, residents identified various options for improving dining (family-oriented, pubs, fast-casual and upscale) as most important, followed by adding or improving shops, entertainment venues and public spaces or events and lastly, providing additional services. This message was bolstered by write-in responses about what features would most improve Winnetka's business districts as a place that they would spend more time and money; improved food, dining or pub options were singled out by about one-third of respondents.
- Half of residents expressed strong support for redeveloping the post office site to incorporate it into the Elm Business District, along with 30% who somewhat supported the concept; 19% strongly or somewhat opposed the proposal. Retail was the most commonly identified proposed use for the site and was rated as essential or very important by 68% of respondents.

Survey Background

What the Survey Was About

The Village of Winnetka 2014 Citizen Survey serves as a report card for Winnetka. It allows residents to rate their satisfaction with the quality of life in the Village and the services in the community and to provide input on current projects. The broad-based survey gathers community-wide feedback on what is working well and what is not, and assesses residents' priorities for community planning and resource allocation. The survey's attention to the quality of service delivery lays the groundwork for tracking community opinions about the core responsibilities of Winnetka Village government, helping to maximize service quality over time.

The Village of Winnetka 2014 Citizen Survey is the first community-wide survey that the Village has conducted. The survey was administered by National Research Center, Inc. (NRC). This survey provides a reliable source to track resident opinion that may continue to be examined periodically over the coming years. It allows the Village to monitor the community's pulse, as Winnetka changes over time.

How the Survey Was Conducted

The Village of Winnetka 2014 Citizen Survey was administered by mail to all 4,308 eligible households in the village (as identified by a USPS list). Each household received three mailings beginning in September 2014. The first mailing was a prenotification postcard announcing the upcoming survey. Over the following two weeks, households received a letter from the Village President inviting the household to participate in the Village of Winnetka 2014 Citizen Survey, a five-page questionnaire and self-mailing envelope. Respondents also were given the option to complete the survey via the web through a link that was provided in the cover letters. Completed surveys were collected through the mail and online over a five week period. The survey instrument can be found in *Appendix E: Survey Materials*.

About 3% of the mailings were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 4,177 households receiving a survey, 1,876 completed the survey, providing an overall response rate of 45%; the rate was uniform across the four subareas of the Village, with subarea response rates ranging from 44-46%. The strong response rate bolsters the representativeness of the survey.

Survey results were weighted so that respondents' housing tenure, housing unit type, sex and age were represented in the proportions reflective of the entire village. (For more information see the detailed survey methodology in *Appendix D: Detailed Survey Methodology*.)

How the Results Are Reported

For the most part, full frequency distributions (the percent of respondents giving each possible response to a particular question) are presented in *Appendix B: Frequency of Survey Responses* and the "percent positive" are presented in the body of the report. The percent positive is the combination of the top two most positive response options (i.e., "very good" and "good," "strongly agree" and "somewhat agree," "very safe" and "somewhat safe," etc.).

On many of the questions in the survey, respondents gave an answer of “don’t know.” The proportion of respondents giving this reply is always shown in the appendices. However, “don’t know” responses have generally been removed from the analyses presented in the body of the report, unless otherwise indicated (for example, they are discussed in the body of the report if 30% or more respondents said “don’t know” to a question). In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select multiple responses. When the total exceeds 100% in a table for a multiple response question, it is because some respondents are counted in more than one category. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the convention of rounding percentages to the nearest whole number.

Comparing Survey Results by Geographic and Demographic Subgroups

Select survey results were compared by four geographic areas of the Village (North of Tower Road, between Tower Road and Pine Street, between Pine Street and Willow Road and south of Willow Road) and demographic characteristics of respondents. Tables displaying the comparisons by the four areas and respondent demographic characteristics are presented in *Appendix C: Survey Results Compared by Respondent Characteristics*. Where there are statistically significant differences in ratings they are discussed in the report body and highlighted with grey shading in the appendix.

Precision of Estimates

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95% confidence interval for this survey is generally no greater than plus or minus two percentage points around any given percent reported for the number of responses received (1,876).

Where comparisons are made between subgroups, the margins of error are less precise than the margin of error for the entire set of responses. For each of the four areas in Winnetka, the margin of error rises to approximately plus or minus 6% since the number of respondents were approximately 317 for the area north of Tower Road, 417 for the area between Tower Road and Pine Street, 590 for the area between Pine Street and Willow Road and 552 for the area south of Willow Road. Comparisons by respondent demographics have margins of error ranging from plus or minus 4% for 500 respondents to as much as plus or minus 8% for approximately 175 respondents.

Survey Results

The Village of Winnetka 2014 Citizen Survey covers many topics related to life in the community. This report is loosely organized around the themes of quality of life, services provided in the Village and business district revitalization.

The Village as a Place to Live

Residents' ratings of quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The 2014 citizen survey asked residents to assess various aspects of the quality of life in Winnetka. Survey respondents were also asked to assess a variety of community characteristics along with their reasons for living in Winnetka.

Quality of Life

Nearly all residents felt that Winnetka as a place to live, their neighborhoods as a place to live, Winnetka as a place to raise children and the overall quality of life in the village were excellent or good. Respondents cited many reasons for choosing to live in Winnetka, most commonly that it was a safe community, it had good schools, that it was close to the city, the attractiveness of the community and the quality of the neighborhoods.

Generally, opinions about the quality of life in Winnetka did not vary by where residents lived (see *Appendix C: Survey Results Compared by Respondent Characteristics* for detailed results). However, the overall quality of life in Winnetka received higher ratings from residents south of Tower Rd., compared to those who lived to the north.

When rating the items related to the quality of life in Winnetka there were more differences in opinion among demographic subgroups than by geography. Among the differences, residents who did not work full- or part-time rated each aspect of quality of life more highly than their working counterparts. Winnetka as a place to work, as a place to visit and as a place to retire received more positive ratings from residents aged 18 to 34 and residents aged 55 and older, compared to middle aged adults (aged 44 to 54), and more positive ratings from residents who lived with adults aged 65 or older and residents living in households without children compared to households without older adults or with children.

Where available, comparisons of Winnetka's results for quality of life measures and community characteristics were made against national benchmarks and a pre-selected set of comparison communities (for benchmark comparisons, see the report of *Benchmark Comparisons*, under separate cover).

Figure 1: Overall Quality of Life

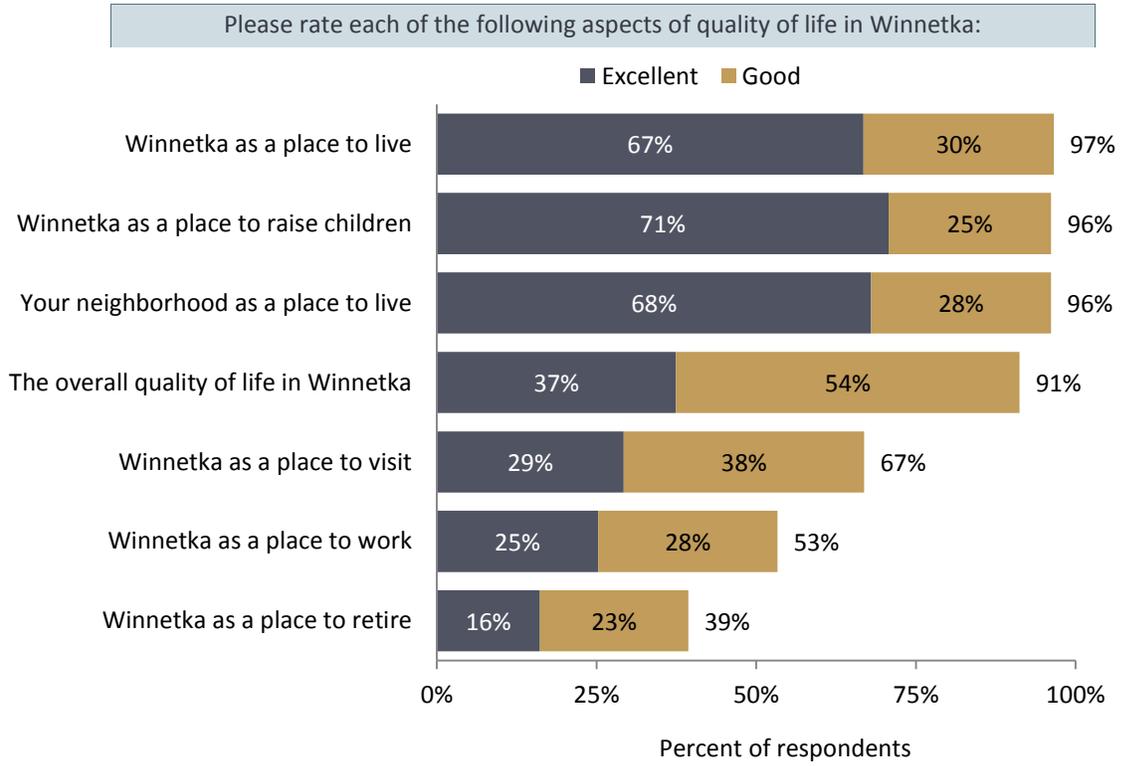
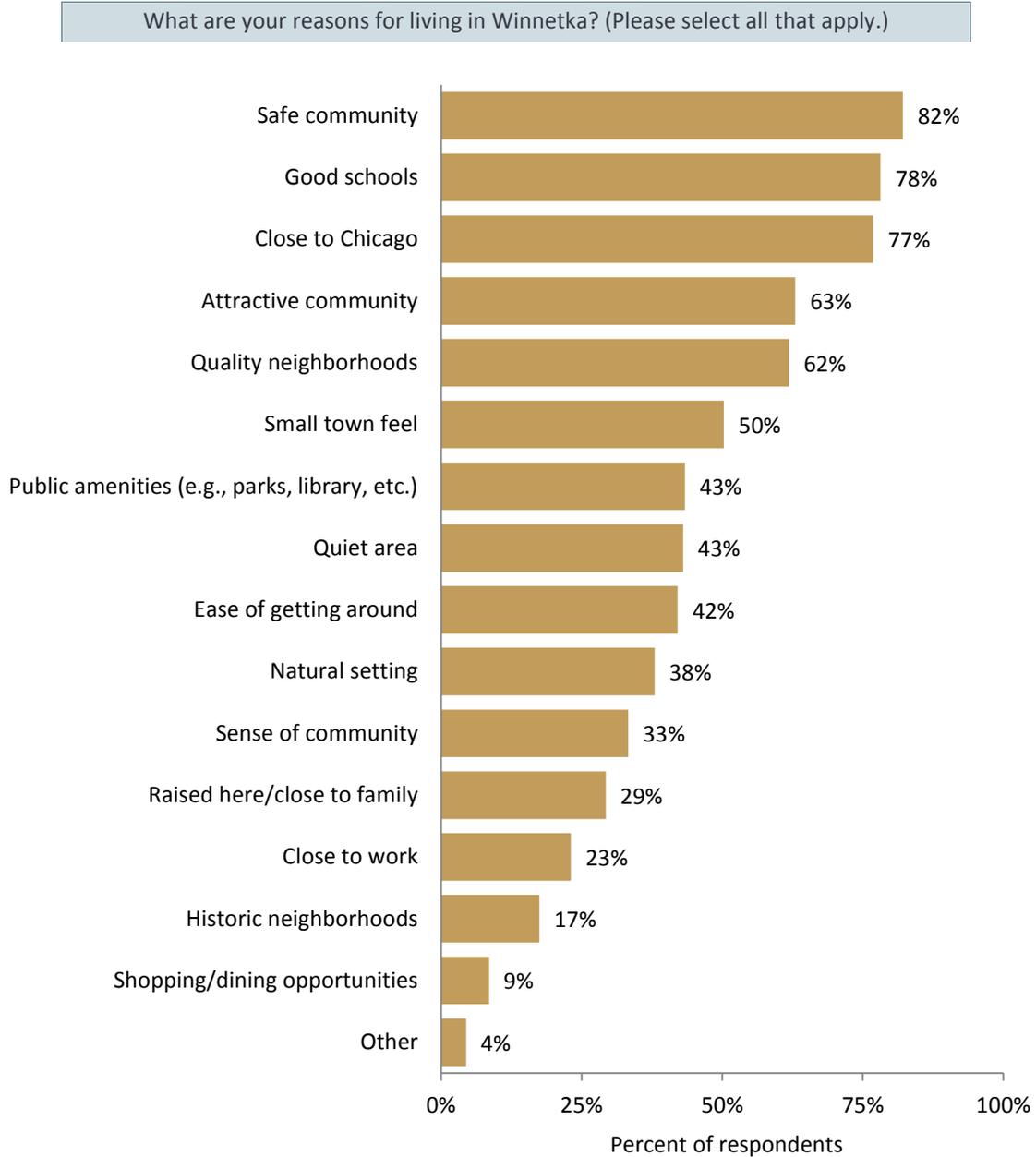


Figure 2: Reasons to Live in Winnetka



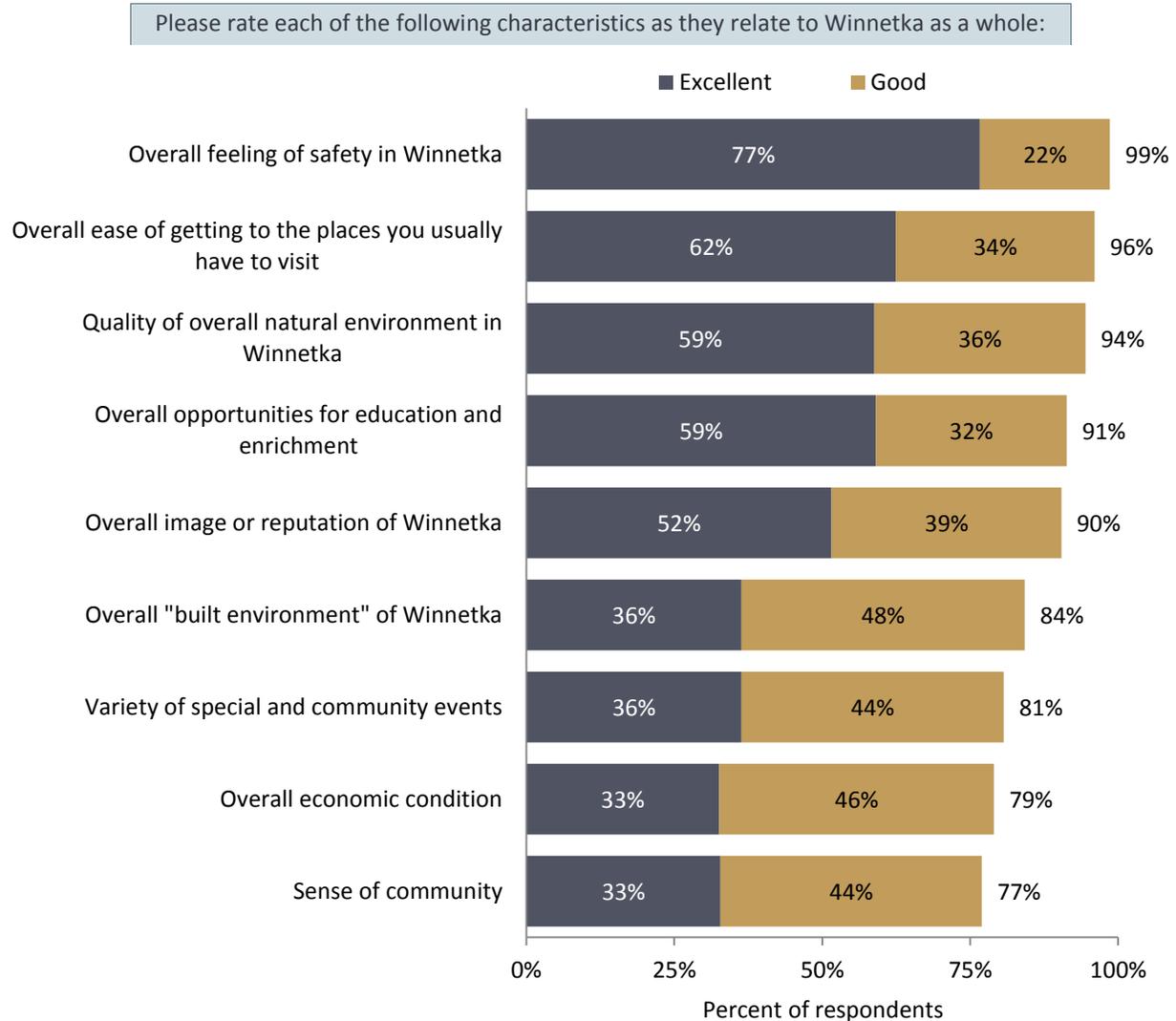
Total may exceed 100% as respondents could select more than one answer.

Characteristics of the Community

Winnetka received positive ratings from the vast majority of residents (at least 90%) for the overall characteristics of the community including safety, ease of getting to places, the quality of the natural environment, opportunities for education and enrichment and its overall image or reputation. Furthermore, most residents felt that the overall built environment in Winnetka, the variety of special events, overall economic condition and sense of community were excellent or good.

Most community characteristics received similar ratings regardless of resident location, age, employment status, length of residency or household composition (see *Appendix C: Survey Results Compared by Respondent Characteristics* for detailed results). Residents who worked, lived with children and who had resided in Winnetka for at least six years, gave higher ratings for the sense of community and variety of special events compared to non-working residents, those who lived without children and who had resided in Winnetka for less time. The overall ease of getting to places was rated somewhat more positively by those residing south of Tower Rd. compared to those residing to the north.

Figure 3: Characteristics of the Community



Services in Winnetka

A portion of the survey was devoted to assessing resident perceptions about how well the Village of Winnetka was performing its core service functions. Those completing the survey were asked to rate the quality of services provided by the Village.

Services in the Village

Considering general government, public safety, public works and community development, the overwhelming majority of residents (91%) felt that the overall quality of services provided by the Village were excellent or good. Similarly, residents felt that the quality of most individual services provided in the village was high. At least 9 in 10 residents gave favorable ratings to police services, crime prevention, fire services, ambulance or emergency medical services, fire prevention and education, garbage collection, recycling, yard waste pick-up, drinking water and Village-sponsored special events. Storm drainage and economic development received the fewest positive ratings. The level of customer service by Village employees received high ratings from 87% of residents.

Ratings for some services varied geographically. Compared to those residing north of Tower Rd. residents to the south rated overall customer service by Village employees more positively, along with some services (e.g. street cleaning, garbage collection, recycling, drinking water, sewer and electric services).

Compared to residents who worked at least part-time, non-working residents rated the overall quality of services more highly; overall customer service by Village employees also received higher ratings from non-working residents, along with residents aged 55 and older, long term residents (more than 20 years) and residents living with adults aged 65 or older. Non-working residents, residents who did not live with children and residents with adults aged 65 or older tended to rate some individual services more highly than their counterparts.

Where available, comparisons of Winnetka’s results for individual services were made against national benchmarks and a pre-selected set of comparison communities (for benchmark comparisons, see the report of *Benchmark Comparisons*, under separate cover).

Figure 4: Overall Quality of Services Provided by the Village

The Village of Winnetka provides services in the areas of general government, public safety, public works, community development and more. How would you rate the quality of the services provided by Winnetka overall?

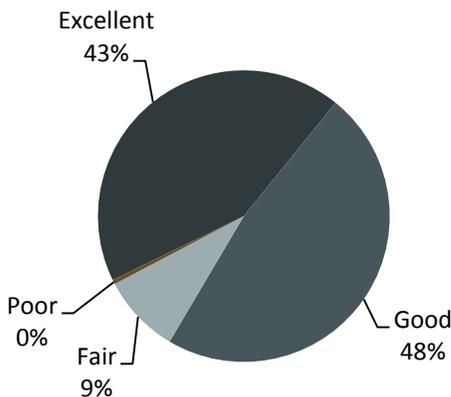
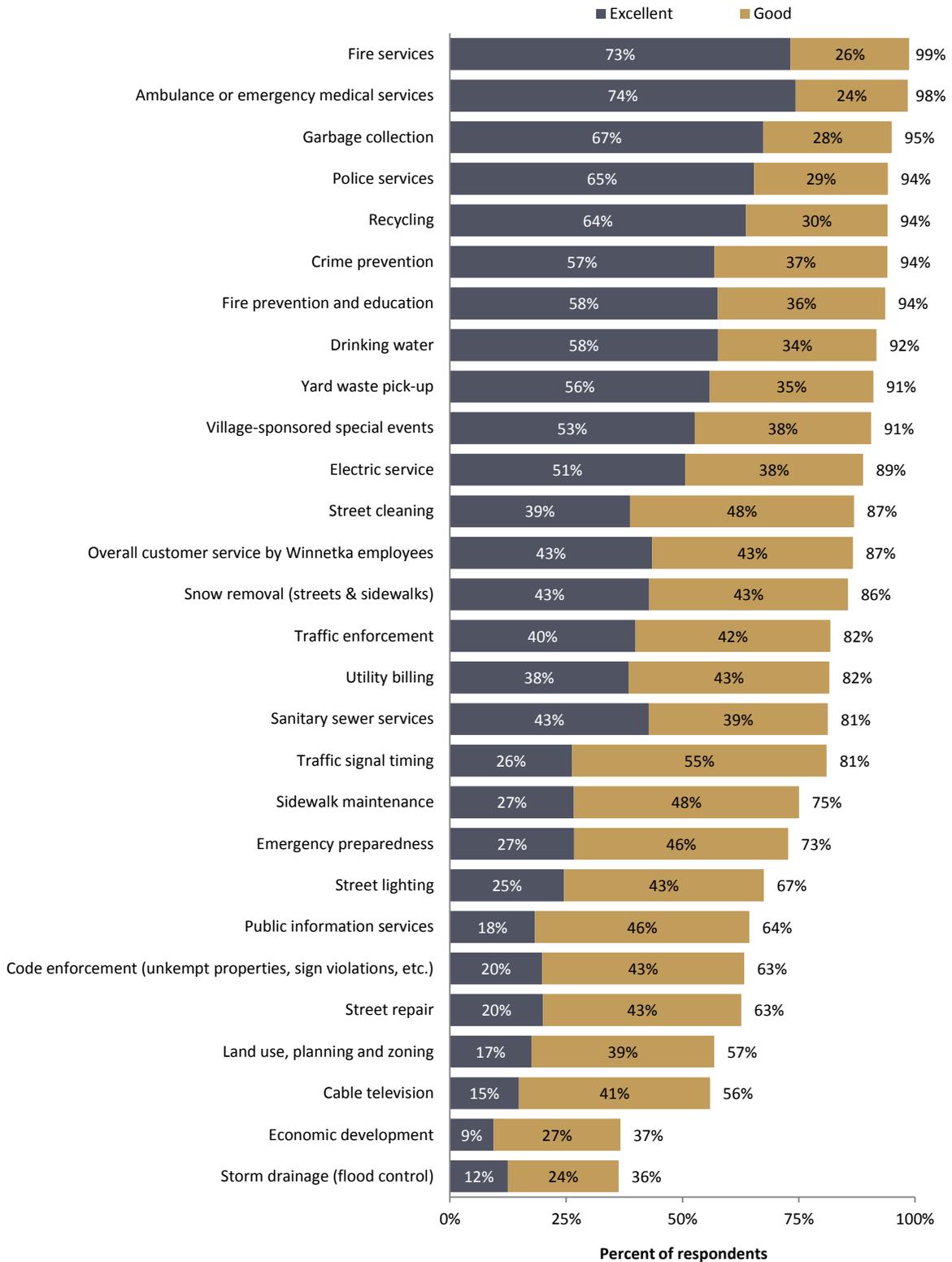


Figure 5: Quality of Services in the Village

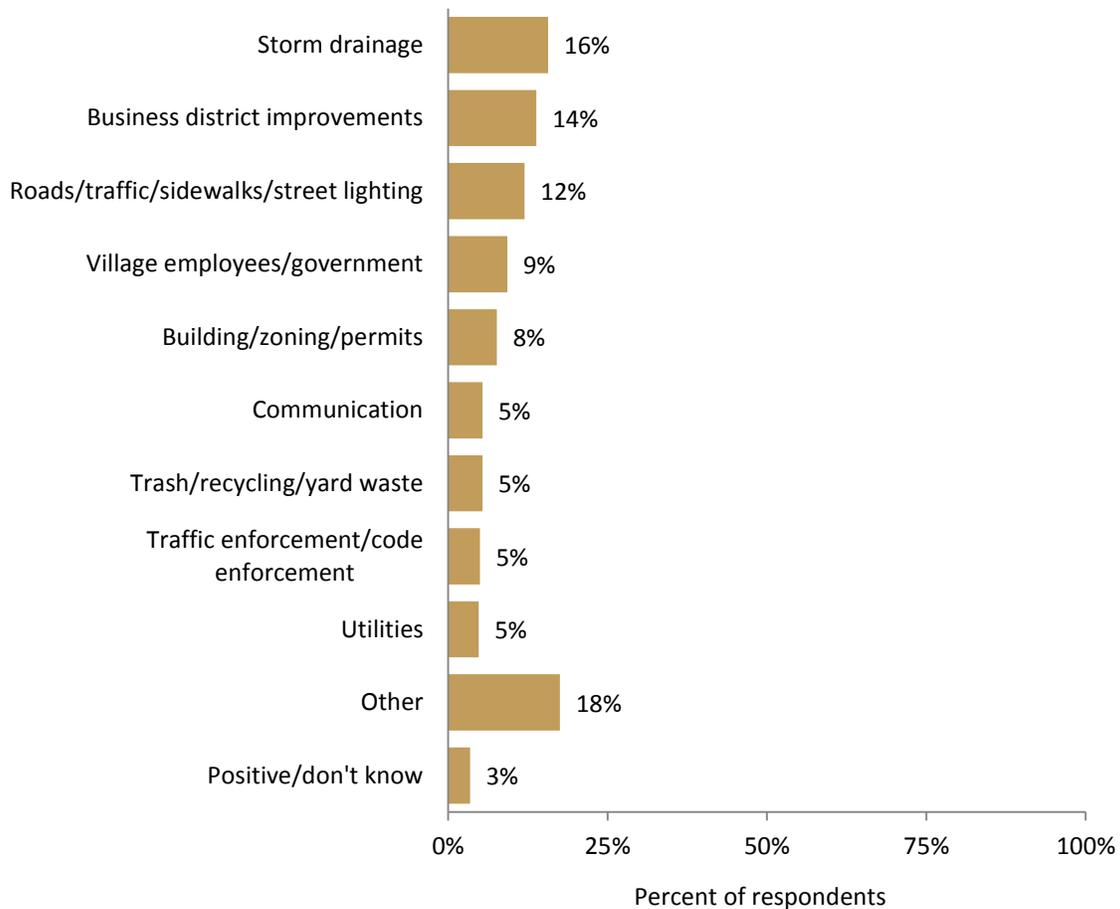
Please rate the quality of each of the following services provided by the Village of Winnetka:



The survey invited respondents to provide comments in their own words on one thing that would improve the services provided in the village. More than half of participants (1,048) wrote in responses to the question and their verbatim responses were categorized by topic area. The most common respondent suggestions concerned storm drainage (16%) and improvements to Winnetka’s business districts (14%); these top focus areas were in line with the individual services that received the least positive ratings (storm drainage and economic development). The third most common responses related to transportation improvements (e.g. roads, traffic, sidewalks or street lighting). Other concerns included Village government or employees, building, zoning and permitting, communication by the Village, trash, recycling and yard waste, traffic and code enforcement and utilities. These were cited by between 5% and 8% of those who answered the question.

Figure 6: Service Improvement Overall

What one thing, if any, do you feel would improve the services provided in Winnetka?

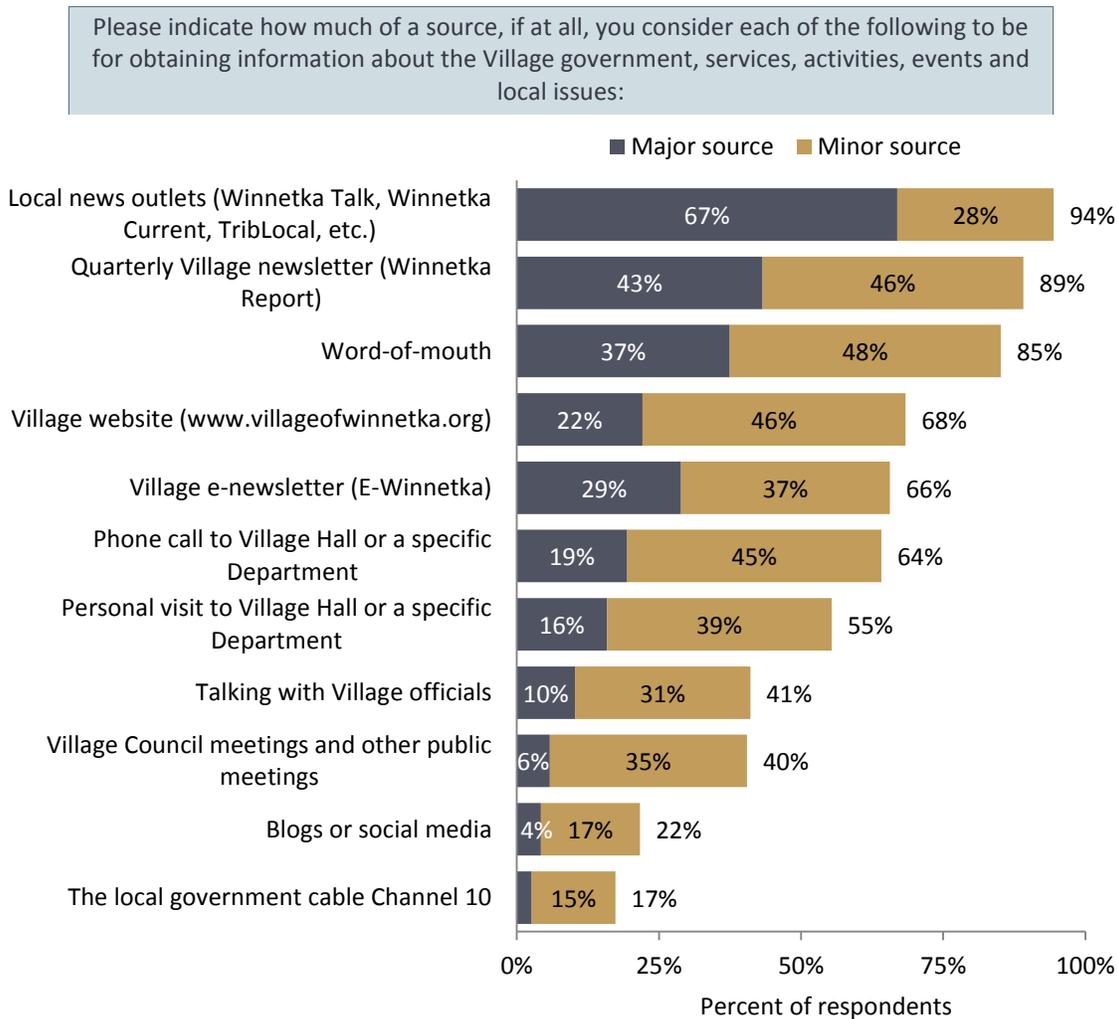


Public Information

Winnetka residents reported using a variety of sources for information about the Village. Local news outlets, the Village newsletter and word-of-mouth were the most common and a major or minor source of information for around 9 in 10 respondents. A majority of respondents said that they referred to the Village website, Village e-newsletter or contacted the Village Hall by phone call or in-person for information.

The sources that residents used for information about the Village did vary by their demographic characteristics. The Winnetka Report quarterly newsletter was more likely to be used by older residents than younger residents; the Village website and e-newsletter were more likely to be used by newer residents, working residents, those residing with children, those not residing with adults aged 65 or older and residents between the ages of 18 and 54, than their counterparts. Longer term residents, older residents, residents not living with children and residents living with adults aged 65 or older were more likely than others to use public meetings, calls or visits to Village Hall or talking with Village officials for information. Residents in the youngest age group (18 to 34) relied more on word-of-mouth than those aged 35 or older.

Figure 7: Information Sources



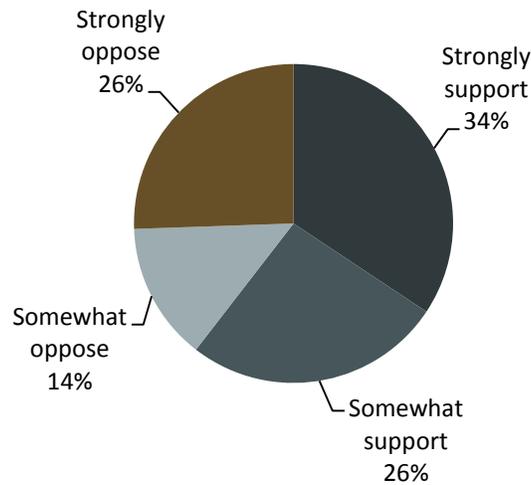
Solid Waste Collection

The survey gauged resident support for moving the location of garbage collection service from back door to curbside. A majority of residents either strongly supported (34%) or somewhat supported (26%) the proposal; however, 40% strongly or somewhat opposed it.

Opinions on proposed curbside garbage collection did not significantly vary by geography, age, employment status or household composition. However 73% of those who had resided in Winnetka for five years or less supported the change compared to 60% of six to 20 year residents and 52% of long term residents (20 years or more).

Figure 8: Curbside Garbage Collection

In order to reduce costs, the Village is considering moving the location of garbage collection service from back door to curbside, as is already the case for recycling and yard waste. Standardized garbage containers would be provided. To what extent do you support or oppose this proposal?



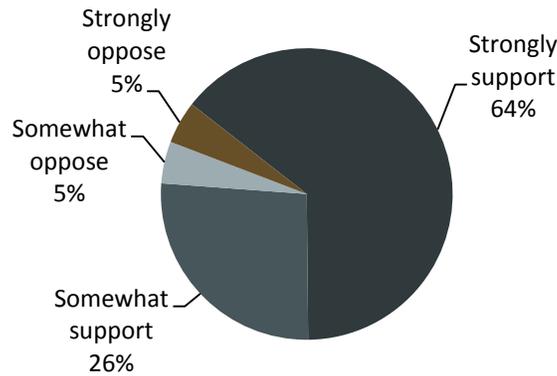
Stormwater Management

Residents had a high level of support for adding development requirements for new home construction for the purpose of controlling stormwater runoff. About two-thirds of respondents indicated that they strongly supported adding such a requirement and one-quarter somewhat supported the idea. Only 1 in 10 respondents opposed the idea.

Opinions on development requirements did not vary by geography, age, household composition or length of residency. The level of support differed slightly by employment status; compared to 94% of residents who did not work, 89% of working residents supported the concept of controlling stormwater runoff through implementing requirements for new home construction.

Figure 9: Development Requirements

As part of the Stormwater Master Plan, the Village will be studying development requirements for new home construction to control stormwater runoff. Please indicate to what extent you would support or oppose adding new home construction development requirements for the purpose of controlling stormwater runoff.

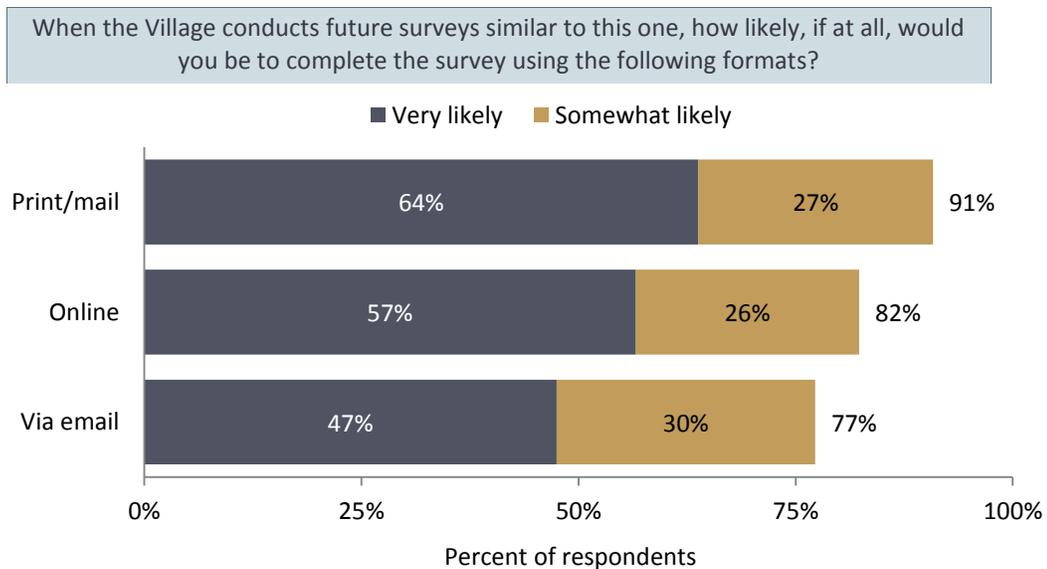


Future Survey Formats

Surveys may be conducted using a variety of formats and most residents said they would be likely to complete a survey whether it was conducted online, via email or through the mail. Respondents to this survey (which was conducted primarily through the mail, with an option to respond online), said that they would be more likely to respond to a mailed survey (91% very or somewhat likely), compared to an online survey (82%) or emailed survey (77%).

Print surveys would be more likely to be completed by residents aged 35 or older, those not working, longer term residents (six years or more), those residing with older adults and those not residing with children. Online and email surveys appealed most to residents ages 18-34, those who were employed, newer to the community (less than five years), and among households with children and without older adults.

Figure 10: Future Survey Formats



Business District Revitalization

The survey included a variety of questions targeted at understanding resident perceptions of Winnetka's business districts and priorities for redeveloping the districts.

Current Business District Characteristics

In general, residents gave more positive ratings to conditions in the Village's business districts than they did to the range of available businesses. Fewer than half of respondents gave positive ratings for the quality of commercial areas, shopping opportunities and variety of eating/dining opportunities in the village overall and to the variety of shopping choices, dining options and availability of downtown living in the three business districts specifically. Still, a majority rated the variety of personal and professional services in the three districts as excellent or good.

Thinking about the three districts (Indian Hill District, Elm District and Hubbard Woods District), at least 7 in 10 residents gave positive ratings to the architectural style of buildings, sidewalk attractiveness, lighting attractiveness, the condition of sidewalks and pedestrian-friendly access. Furthermore, a majority rated the ease of parking for retail trips, ease of parking for commuters, parking time restrictions and bicycle access as excellent or good.

By geographic area, those residing in areas further south tended to give higher ratings to sidewalk attractiveness, street conditions, sidewalk conditions, bicycle friendly access, availability of downtown living and variety of professional services in the business areas than did residents residing in more northern areas of the Village.

In the village overall, commercial areas, shopping opportunities and the variety of eating/dining opportunities tended to receive higher ratings from residents aged 18 to 34 and 55 and older, those who did not work, or who lived without children and residents living with adults aged 65 and older, compared to their counterparts. For the three business districts, residents aged 35 and older and those who had resided in the community for six years or longer had more positive opinions of the variety of dining options, personal and professional services than residents between the ages of 18 and 34 and newer residents, while the reverse was true for the condition of streets, ease of parking and bicycle-friendly access. Opinions also varied somewhat in relation to household composition; those with children and residents not living with any adults aged 65 or older rated the condition of sidewalks and ease of parking for retail trips more positively and the variety of options for shopping, dining, personal and professional services less favorably than others.

Where available, comparisons of Winnetka's results pertaining to current business district characteristics were made against national benchmarks and a pre-selected set of comparison communities (for benchmark comparisons, see the report of *Benchmark Comparisons*, under separate cover).

Figure 11: Winnetka Commercial Areas Overall

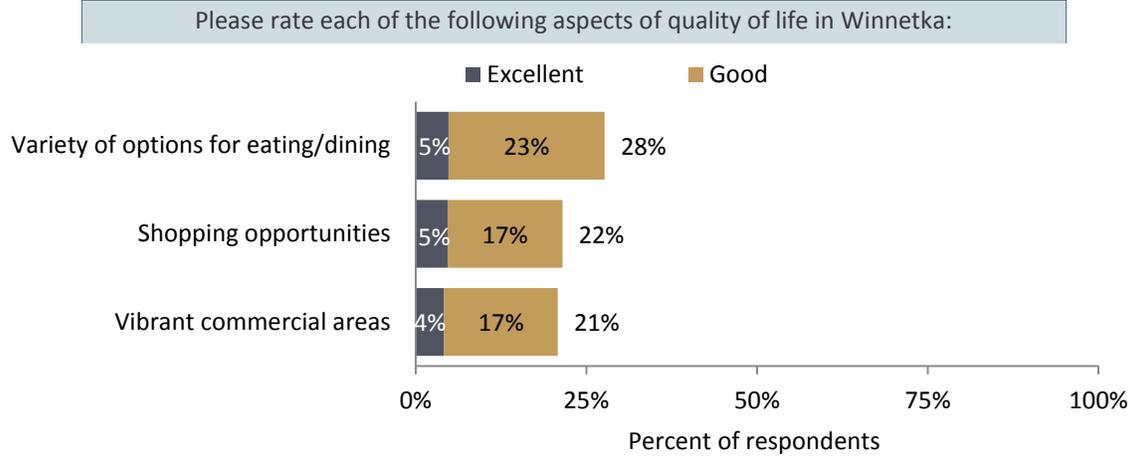
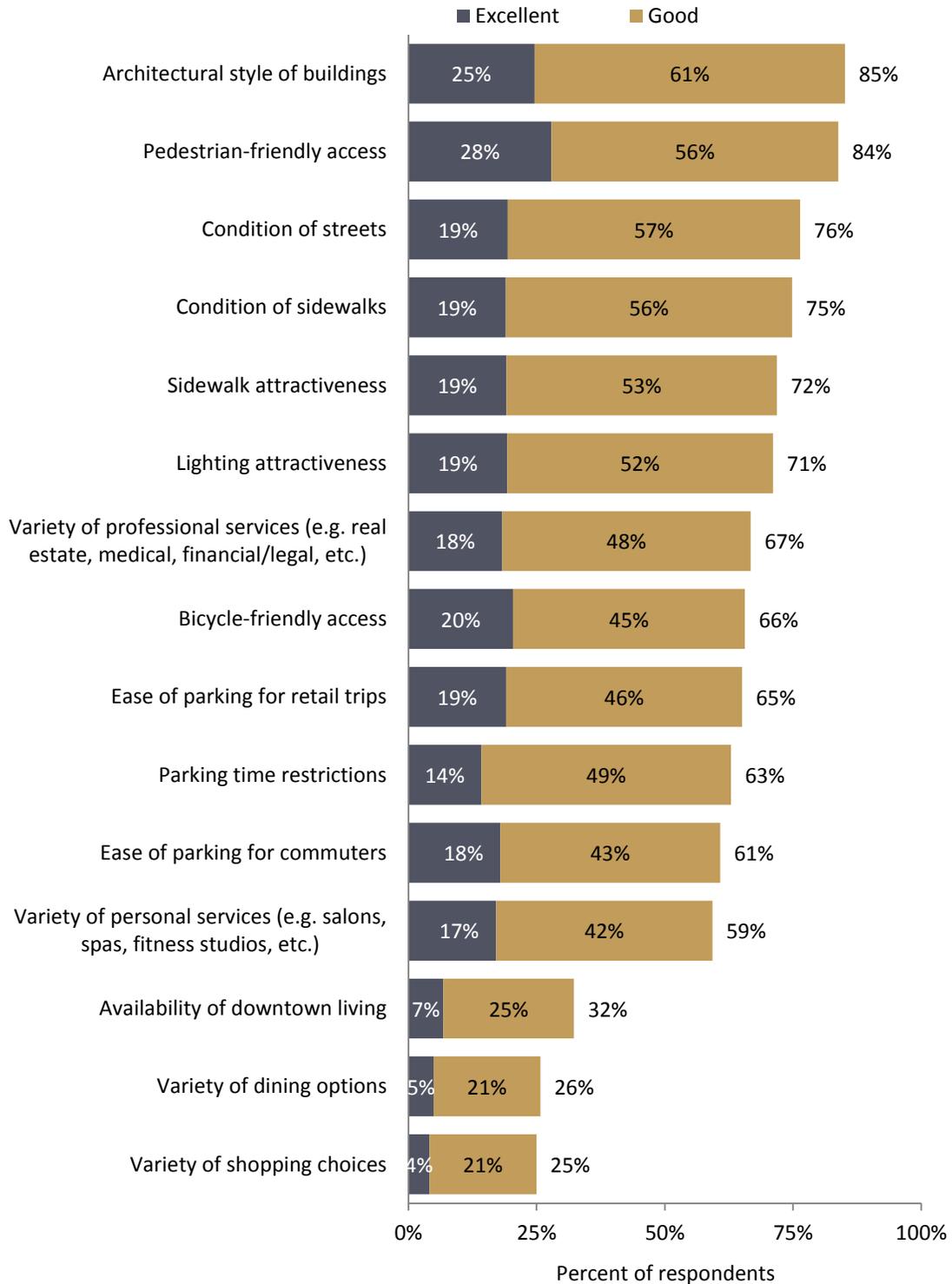


Figure 12: Characteristics of Winnetka’s Business Districts

Please rate each of the following aspects of Winnetka’s business districts (including Indian Hill District, Elm District and Hubbard Woods District):



Priorities for Business District Revitalization

Most residents (77%) agreed that business district revitalization should be a high priority for the Village. The highest priority areas that respondents wanted for the business districts were to serve local retail and service needs (88% essential or very important), be a more attractive place to own a business (81%) and to pursue redevelopment of vacant or underused commercial sites (80%). A majority of residents also expressed the importance of preserving the historical character of existing buildings (62%), attracting visitors to shop in Winnetka (62%) and providing open spaces for public gathering (51%).

Compared to those living south of Pine Street, residents in more northern areas of the village placed a higher importance on attracting visitors to shop in Winnetka and becoming a more attractive place to run a business. Redevelopment of vacant or underused commercial sites and open spaces for public gathering tended to be perceived as more important by younger residents (aged 18 to 34), those who had resided in Winnetka for five years or less, those with children and those not living with adults aged 65 or older relative to their counterparts.

Figure 13: Business District Revitalization

What level of priority, if any, should business district revitalization be for the Village?

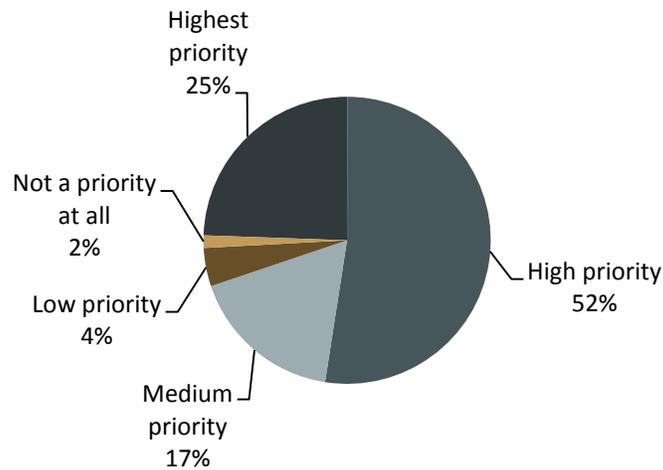
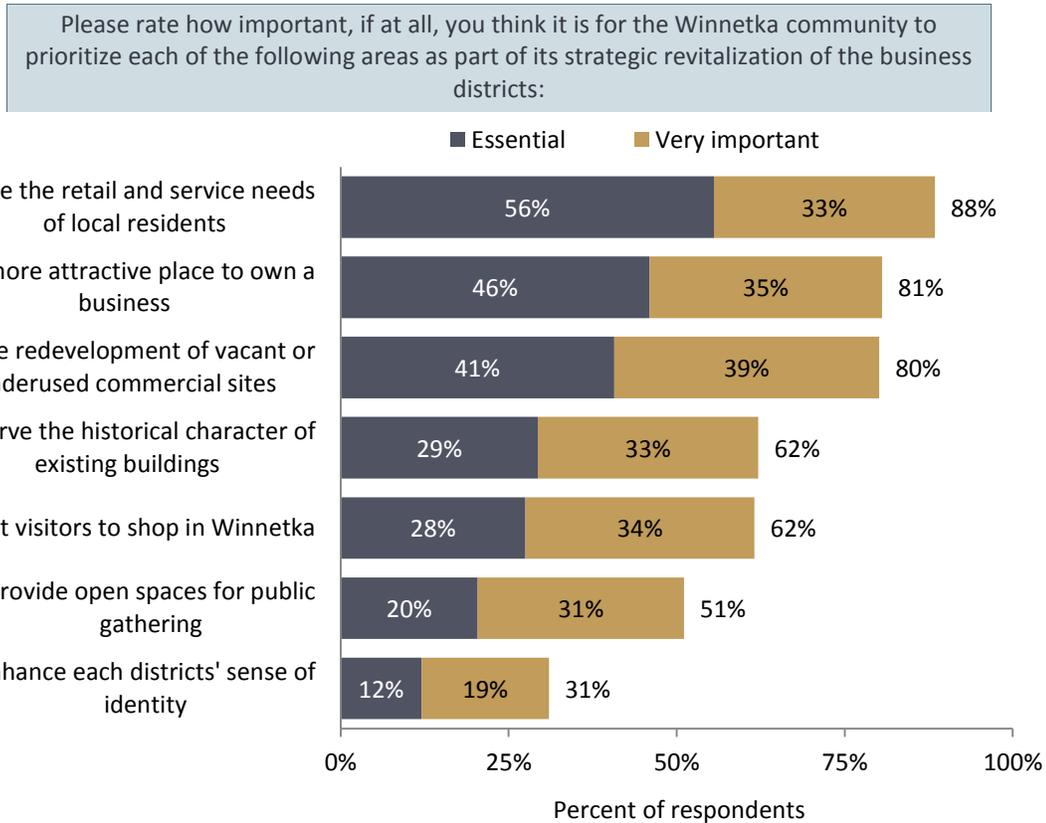


Figure 14: Priority Areas for Business District Revitalization



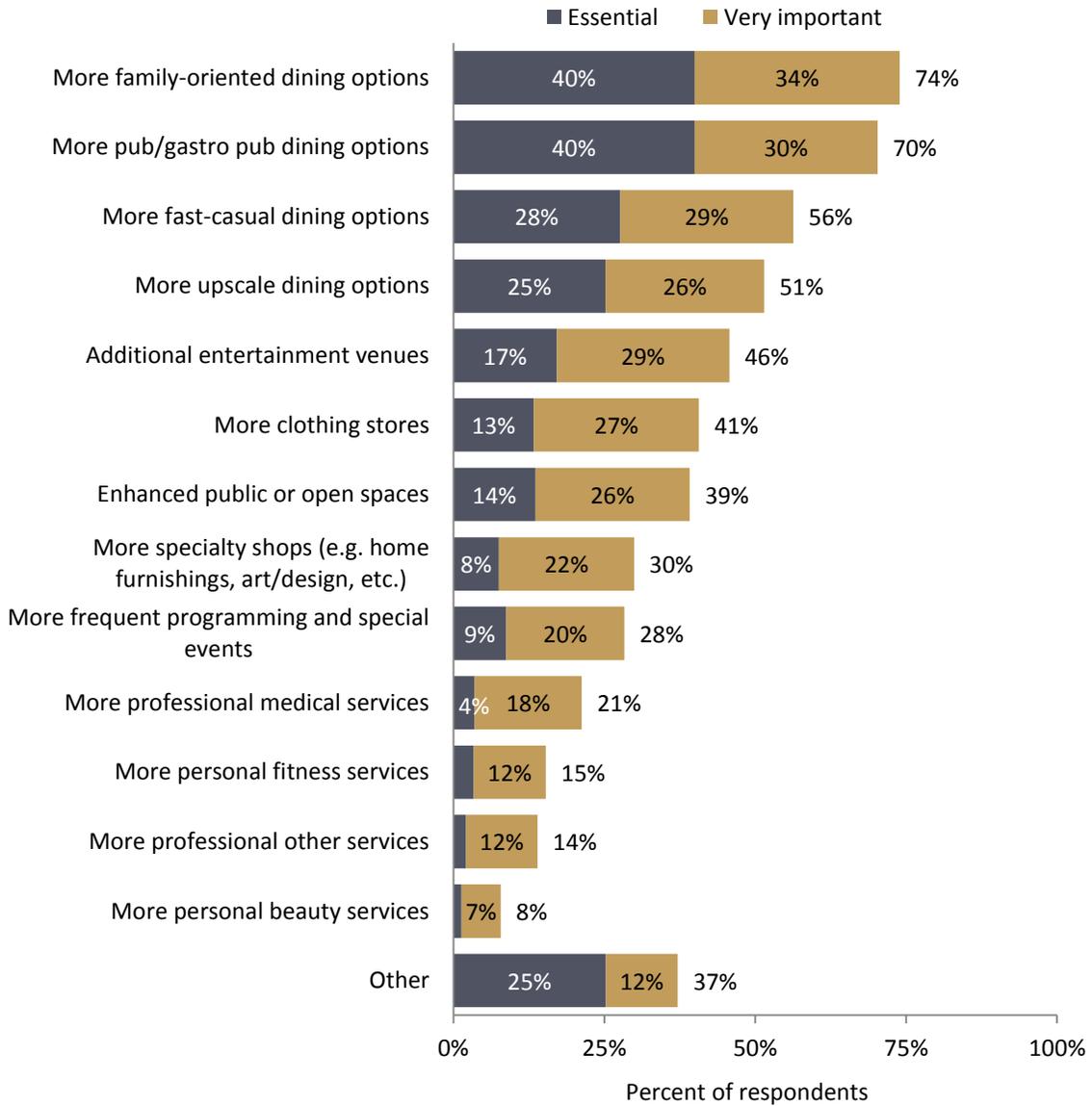
Desired Business District Features

Respondents were asked to rate a list of features that would encourage them to spend more time in Winnetka’s business districts. All of the options for more dining were identified as most important, specifically, family oriented dining (74% essential or very important), pubs or gastro pubs (70%), fast-casual dining (56%) and upscale dining (51%). Shops, including clothing stores and specialty shops and features that supported passing the time in the business districts (e.g. entertainment venues, public space and special events), were considered essential or very important by between 28% and 46% of residents. Fewer than one-quarter felt that additional services would be essential or very important for spending more time in the business districts. Residents also wrote in a variety of options.

Compared to residents living south of Tower Rd., those to the north tended to slightly favor services such as personal fitness, medical services and other professional services as important for attracting them to Winnetka’s business districts. Where differences were observed, residents ages 18 to 34, those who worked, newer residents (five years or less), those living with children and those without adults aged 65 and older in the household tended to place a higher priority on most of the listed aspects.

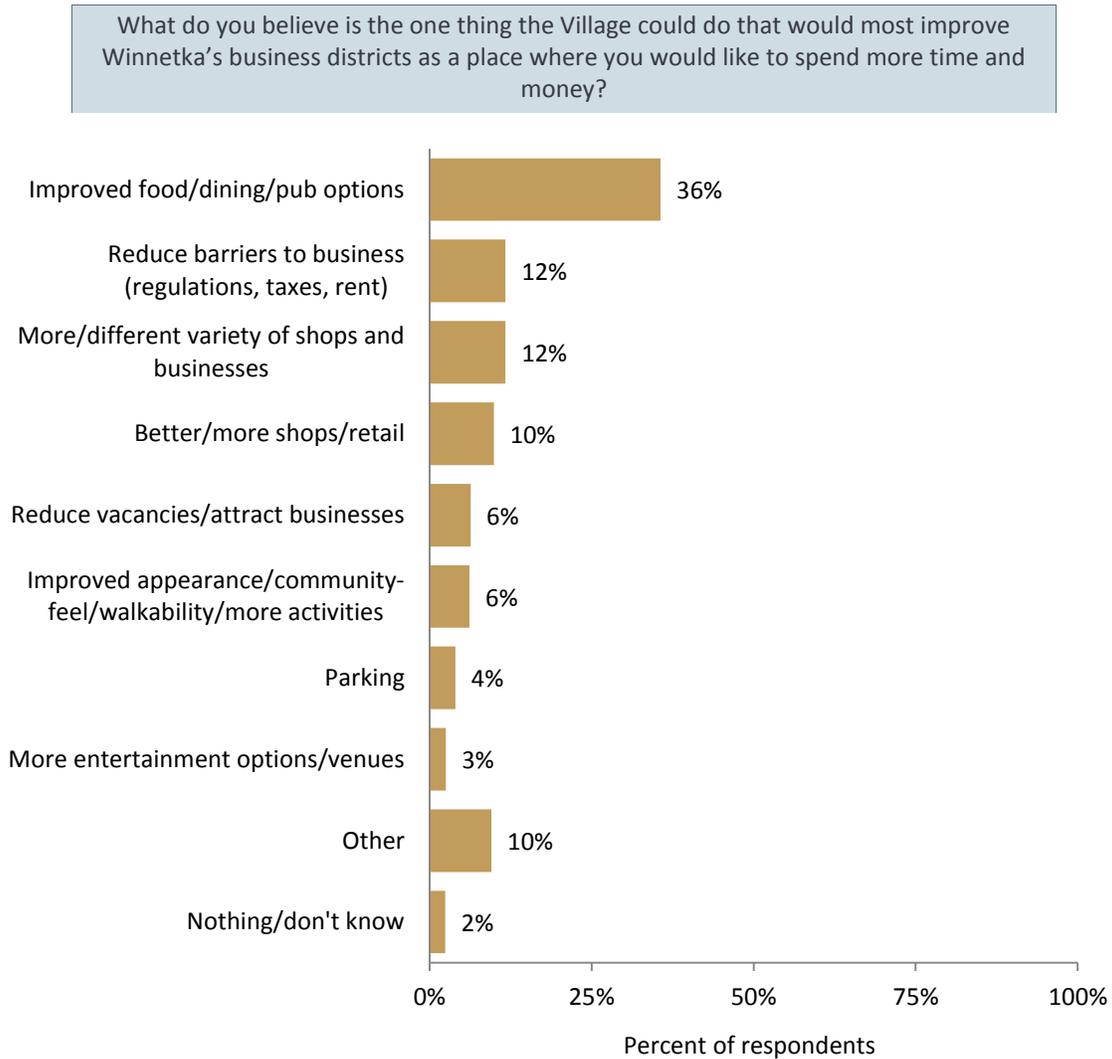
Figure 15: Desired Business District Features

Please rate how important, if at all, you think each of the following aspects would be in encouraging you to spend more time in Winnetka’s business districts:



Respondents were invited to write in one improvement for Winnetka’s business districts that would most affect their desire to spend time and money there. About two-thirds of survey participants (1,269) wrote in responses to the question and their verbatim responses were categorized by topic area. Similar to ratings of the listed features, the overwhelmingly most common responses related to improved eating, dining or pub options (36% of write-in responses). Around 1 in 10 responses related to reducing barriers to business, changing the variety of shops and businesses in the districts and increasing the number and/or quality of shops and retail in the districts. Other responses that could be categorized related to reducing vacancies, improving the attractiveness and community-feel of the business districts, parking and increasing the number of entertainment options.

Figure 16: Business District Improvement Overall



Post Office Site Redevelopment

Respondents indicated a high degree of support for redeveloping the post office site to incorporate it into the Elm Business District. Half of residents expressed strong support, along with 30% who somewhat supported the concept; 19% strongly or somewhat opposed the proposal. Retail was the most commonly identified proposed use for the site and was rated essential or very important by 68% of respondents. Fewer than half of respondents rated outdoor spaces for public gathering or residential as essential or very important (39% and 35%, respectively), followed by residential (35%), community institution (25%) and offices or services (22%).

Support for redeveloping the post office site was higher among residents aged 35 and older and those living with children compared to younger residents and those without children in the household. Among other differences, residents newer to Winnetka (five years or less) and those who did not live with adults older than age 65, placed a higher priority on retail and outdoor spaces as important potential uses of the post office site than did more established residents and those in households with older adults.

Figure 17: Post Office Site Redevelopment

Please indicate to what extent you would support or oppose redeveloping the post office site to incorporate it into the Village's Elm Business District?

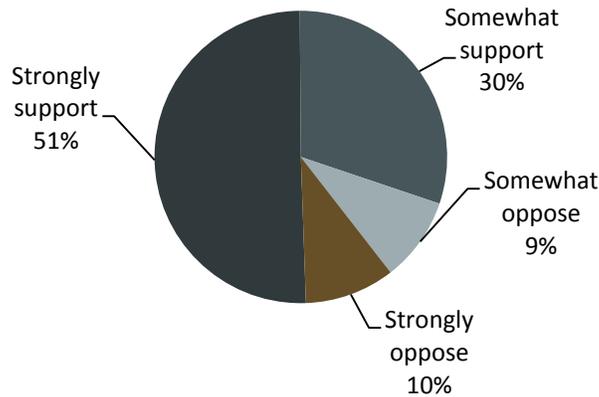
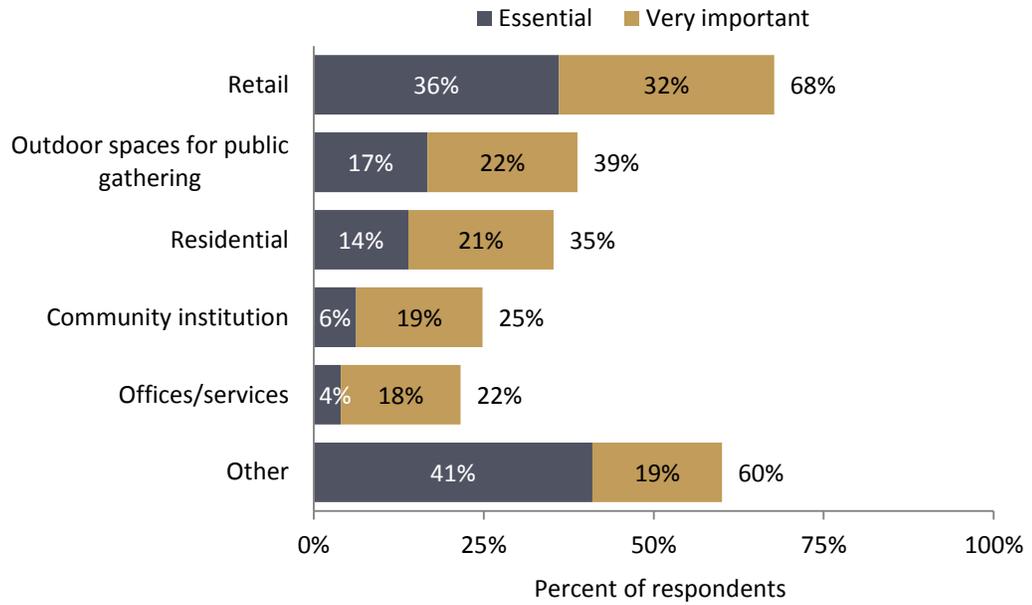


Figure 18: Post Office Site Priorities

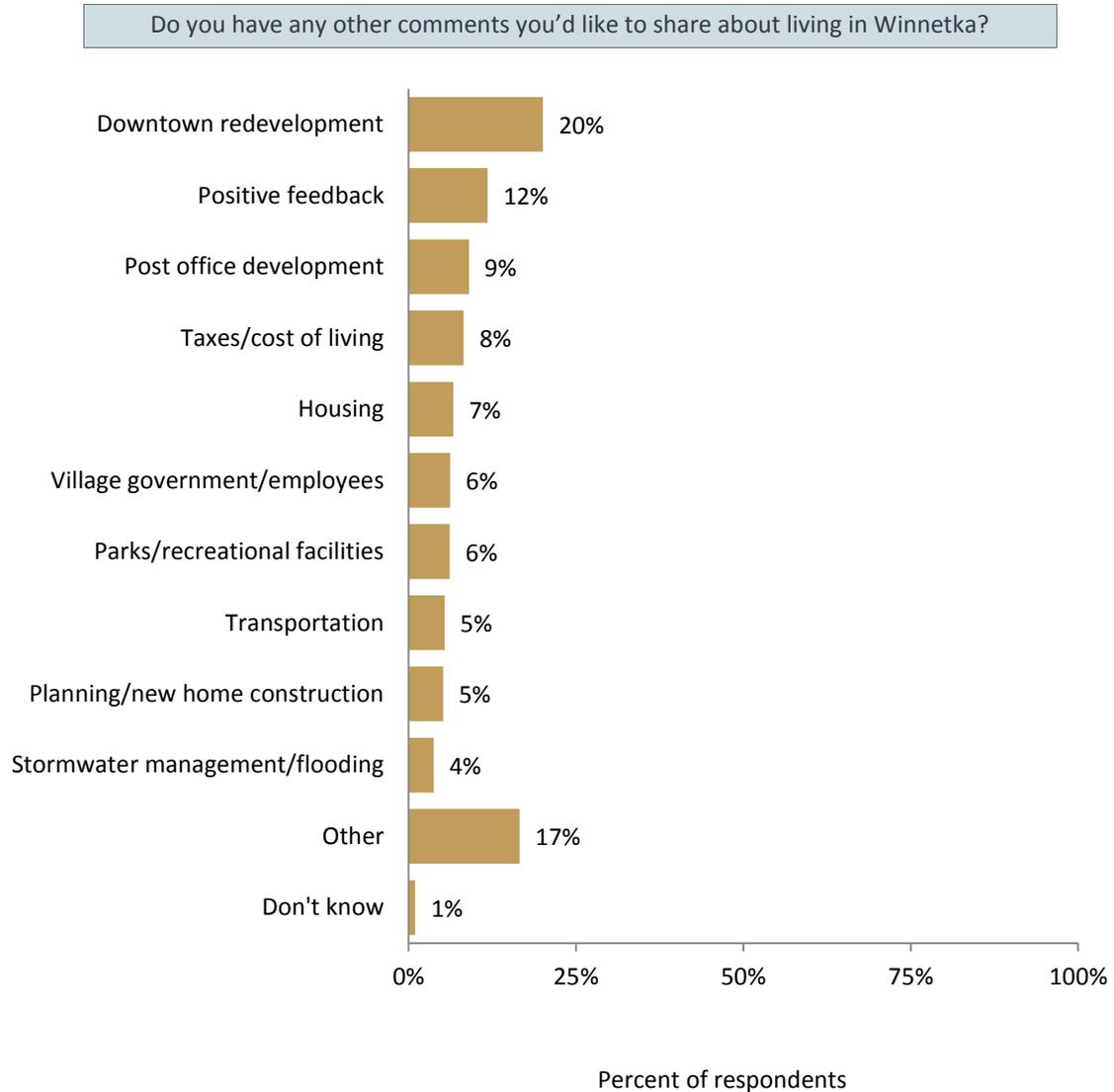
First, please indicate how important to you, if at all, each of the following uses would be if the Village were to pursue redevelopment of the post office site.



General Comments about Living in Winnetka

When invited to share other thoughts about living in Winnetka, comments covered a wide range of topics. About one-third of participants (680) wrote in responses. One in five comments concerned downtown redevelopment and about 1 in 10 offered positive feedback. Other types of comments that could be categorized were related to post office development, taxes or the cost of living, housing, the Village government or employees, parks or recreational facilities, transportation, planning or new home construction and stormwater management.

Figure 19: Other Comments about Living in Winnetka



Appendix A: Respondent Characteristics

The following pages display characteristics of the survey respondents. Each table includes the unweighted number and percent of responses for each response option.

Table 1: Employment Status

What is your employment status?	Percent	Number
Working full time for pay	48%	879
Working part time for pay	12%	224
Unemployed, looking for paid work	1%	16
Unemployed, not looking for paid work	1%	25
Homemaker, not employed for pay	16%	286
Fully retired	21%	391
Total	100%	1,821

Table 2: Work Location

Do you work inside the boundaries of Winnetka?	Percent	Number
Yes, outside the home	24%	253
Yes, from home	18%	192
No	57%	601
Total	100%	1,046

Of those working full- or part-time for pay.

Table 3: Length of Residence

How many years have you lived in Winnetka?	Percent	Number
Less than 2 years	8%	144
2-5 years	12%	224
6-10 years	10%	180
11-20 years	24%	437
21-30 years	18%	336
More than 30 years	28%	521
Total	100%	1,842

Table 4: Housing Unit Type

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	91%	1,673
Building with two or more homes (duplex, townhome, apartment or condominium)	9%	159
Other	1%	10
Total	100%	1,842

Table 5: Housing Tenure

Is this dwelling...	Percent	Number
Rented	3%	61
Owned	97%	1,772
Total	100%	1,833

Table 6: Presence of Children in the Household

Do any children 17 or under live in your household?	Percent	Number
No	56%	1,017
Yes	44%	815
Total	100%	1,832

Table 7: Presence of Adults Aged 65 and Older in the Household

Are you or any other members of your household aged 65 or older?	Percent	Number
No	66%	1,201
Yes	34%	632
Total	100%	1,833

Table 8: Respondent Sex

What is your sex?	Percent	Number
Female	56%	1,011
Male	44%	810
Total	100%	1,821

Table 9: Respondent Age

In which category is your age?	Percent	Number
18-24 years	0%	3
25-34 years	2%	38
35-44 years	16%	286
45-54 years	26%	482
55-64 years	24%	436
65-74 years	17%	318
75 years or older	14%	263
Total	100%	1,826

Table 10: Primary Telephone Number

Do you consider a cell phone or land line your primary telephone number?	Percent	Number
Cell	39%	716
Land line	31%	575
Both	30%	543
Total	100%	1,834

Appendix B: Frequency of Survey Responses

Survey Responses Excluding “Don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. Each table includes the number and percent of responses for each response option.

Table 11: Question 1

Please rate each of the following aspects of quality of life in Winnetka:	Excellent		Good		Fair		Poor		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Winnetka as a place to live	67%	1,243	30%	555	3%	60	0%	3	100%	1,861
Your neighborhood as a place to live	68%	1,258	28%	522	4%	65	0%	6	100%	1,851
Winnetka as a place to raise children	71%	1,267	25%	456	4%	65	0%	3	100%	1,792
Winnetka as a place to work	25%	245	28%	273	32%	316	14%	138	100%	972
Winnetka as a place to visit	29%	481	38%	620	27%	439	6%	105	100%	1,646
Winnetka as a place to retire	16%	240	23%	346	33%	486	28%	417	100%	1,489
Vibrant commercial areas	4%	76	17%	304	47%	859	32%	585	100%	1,823
Shopping opportunities	5%	86	17%	309	48%	881	30%	559	100%	1,834
Variety of options for eating/dining	5%	88	23%	420	39%	719	33%	608	100%	1,834
The overall quality of life in Winnetka	37%	691	54%	993	9%	159	0%	3	100%	1,846

Table 12: Question 2

Please rate each of the following characteristics as they relate to Winnetka as a whole:	Excellent		Good		Fair		Poor		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Overall feeling of safety in Winnetka	77%	1,429	22%	409	1%	26	0%	0	100%	1,864
Overall ease of getting to the places you usually have to visit	62%	1,152	34%	620	4%	68	0%	6	100%	1,846
Quality of overall natural environment in Winnetka	59%	1,081	36%	656	5%	89	1%	13	100%	1,839
Overall "built environment" of Winnetka (including overall design, functionality, buildings, parks and transportation systems)	36%	668	48%	881	14%	256	2%	35	100%	1,840
Overall opportunities for education and enrichment	59%	1,074	32%	586	8%	145	1%	13	100%	1,819
Variety of special and community events	36%	649	44%	792	18%	315	2%	31	100%	1,786
Overall economic condition	33%	578	46%	823	18%	316	3%	57	100%	1,774
Sense of community	33%	602	44%	810	19%	348	4%	75	100%	1,834
Overall image or reputation of Winnetka	52%	951	39%	716	8%	149	2%	28	100%	1,844

Table 13: Question 3

What are your reasons for living in Winnetka? (Please select all that apply.)	Percent	Number
Raised here/close to family	29%	546
Close to work	23%	431
Good schools	78%	1,458
Small town feel	50%	938
Close to Chicago	77%	1,433
Natural setting	38%	708
Attractive community	63%	1,175
Safe community	82%	1,532
Historic neighborhoods	17%	326
Quiet area	43%	803
Public amenities (e.g., parks, library, etc.)	43%	808
Quality neighborhoods	62%	1,154
Ease of getting around	42%	785
Shopping/dining opportunities	9%	159
Sense of community	33%	621
Other	3%	57
Proximity to the train	1%	26
Total	100%	1,865

Total may exceed 100% as respondents could select more than one option.

Table 14: Question 4

Please indicate how much of a source, if at all, you consider each of the following to be for obtaining information about the Village government, services, activities, events and local issues:	Major source		Minor source		Not a source		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Local news outlets (Winnetka Talk, Winnetka Current, TribLocal, etc.)	67%	1,233	28%	507	6%	102	100%	1,841
Quarterly Village newsletter (Winnetka Report)	43%	781	46%	830	11%	197	100%	1,808
Village e-newsletter (E-Winnetka)	29%	511	37%	651	34%	608	100%	1,770
Village website (www.villageofwinnetka.org)	22%	387	46%	811	32%	555	100%	1,753
Blogs or social media	4%	74	17%	306	78%	1,373	100%	1,753
Village Council meetings and other public meetings	6%	102	35%	609	60%	1,045	100%	1,756
The local government cable Channel 10	3%	46	15%	260	83%	1,457	100%	1,764
Word-of-mouth	37%	671	48%	854	15%	267	100%	1,791
Phone call to Village Hall or a specific Department	19%	348	45%	801	36%	643	100%	1,792
Personal visit to Village Hall or a specific Department	16%	281	39%	700	45%	791	100%	1,773
Talking with Village officials	10%	181	31%	544	59%	1,041	100%	1,766

Table 15: Question 5

Please rate the quality of each of the following services provided by the Village of Winnetka:	Excellent		Good		Fair		Poor		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Police services	65%	1,180	29%	519	5%	85	1%	20	100%	1,804
Crime prevention	57%	971	37%	636	5%	89	1%	13	100%	1,709
Traffic enforcement	40%	699	42%	735	13%	236	5%	82	100%	1,752
Fire services	73%	1,184	26%	413	1%	20	0%	0	100%	1,618
Ambulance or emergency medical services	74%	975	24%	316	1%	19	0%	1	100%	1,312
Fire prevention and education	58%	793	36%	496	6%	80	1%	8	100%	1,377
Street repair	20%	362	43%	769	29%	516	9%	159	100%	1,805
Street cleaning	39%	694	48%	864	11%	196	2%	39	100%	1,794
Street lighting	25%	447	43%	781	22%	409	10%	183	100%	1,819
Snow removal (streets & sidewalks)	43%	757	43%	754	11%	198	3%	57	100%	1,766
Sidewalk maintenance	27%	473	48%	858	19%	338	6%	104	100%	1,773
Traffic signal timing	26%	458	55%	954	15%	265	4%	67	100%	1,744
Garbage collection	67%	1,226	28%	501	4%	65	1%	27	100%	1,819
Recycling	64%	1,146	30%	548	5%	83	1%	24	100%	1,801
Yard waste pick-up	56%	939	35%	591	8%	129	1%	22	100%	1,680
Drinking water	58%	1,012	34%	599	7%	126	1%	19	100%	1,756
Sanitary sewer services	43%	690	39%	622	13%	217	5%	85	100%	1,614
Storm drainage (flood control)	12%	213	24%	408	28%	485	35%	607	100%	1,712
Electric service	51%	907	38%	687	9%	169	2%	31	100%	1,794
Utility billing	38%	682	43%	767	14%	243	5%	85	100%	1,777
Land use, planning and zoning	17%	277	39%	623	30%	481	13%	203	100%	1,585
Code enforcement (unkempt properties, sign violations, etc.)	20%	269	43%	591	25%	334	12%	166	100%	1,360
Economic development	9%	146	27%	423	39%	611	24%	373	100%	1,553
Public information services	18%	275	46%	691	31%	470	4%	65	100%	1,500
Cable television	15%	179	41%	496	28%	339	16%	193	100%	1,207
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	27%	301	46%	518	22%	251	5%	56	100%	1,127
Village-sponsored special events (such as 4th of July, Art in the Village, Holiday tree lighting, etc.)	53%	942	38%	679	9%	162	0%	6	100%	1,789
Overall customer service by Winnetka employees (police, receptionists, planners, etc.)	43%	770	43%	764	11%	186	3%	51	100%	1,771

Table 16: Question 6

The Village of Winnetka provides services in the areas of general government, public safety, public works, community development and more. How would you rate the quality of the services provided by Winnetka overall?	Percent	Number
Excellent	43%	776
Good	48%	860
Fair	9%	159
Poor	0%	9
Total	100%	1,804

Table 17: Question 8

As part of the Stormwater Master Plan, the Village will be studying development requirements for new home construction to control stormwater runoff. Please indicate to what extent you would support or oppose adding new home construction development requirements for the purpose of controlling stormwater runoff.	Percent	Number
Strongly support	64%	1,074
Somewhat support	26%	440
Somewhat oppose	5%	78
Strongly oppose	5%	79
Total	100%	1,671

Table 18: Question 9

In order to reduce costs, the Village is considering moving the location of garbage collection service from back door to curbside, as is already the case for recycling and yard waste. Standardized garbage containers would be provided. To what extent do you support or oppose this proposal?	Percent	Number
Strongly support	34%	603
Somewhat support	26%	459
Somewhat oppose	14%	246
Strongly oppose	26%	449
Total	100%	1,758

Table 19: Question 10

What level of priority, if any, should business district revitalization be for the Village?	Percent	Number
Highest priority	24%	441
High priority	52%	943
Medium priority	17%	313
Low priority	4%	78
Not a priority at all	1%	25
Total	100%	1,800

Table 20: Question 11

Please rate how important, if at all, you think it is for the Winnetka community to prioritize each of the following areas as part of its strategic revitalization of the business districts:	Essential		Very important		Somewhat important		Not at all important		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Serve the retail and service needs of local residents	56%	997	33%	590	10%	185	1%	23	100%	1,795
Attract visitors to shop in Winnetka	28%	492	34%	608	30%	535	9%	152	100%	1,787
Be a more attractive place to own a business	46%	817	35%	615	16%	289	3%	57	100%	1,778
Preserve the historical character of existing buildings	29%	527	33%	589	30%	535	8%	145	100%	1,795
Pursue redevelopment of vacant or underused commercial sites	41%	731	39%	709	16%	285	4%	72	100%	1,798
Provide open spaces for public gathering	20%	364	31%	547	34%	612	15%	259	100%	1,783
Enhance each districts' sense of identity	12%	215	19%	338	37%	661	32%	571	100%	1,784

Table 21: Question 12

Please rate each of the following aspects of Winnetka's business districts (including Indian Hill District, Elm District and Hubbard Woods District):	Excellent		Good		Fair		Poor		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Architectural style of buildings	25%	440	61%	1,083	13%	226	2%	41	100%	1,789
Sidewalk attractiveness	19%	342	53%	943	23%	416	5%	87	100%	1,789
Lighting attractiveness	19%	342	52%	920	23%	416	5%	98	100%	1,776
Condition of streets	19%	346	57%	1,019	20%	353	4%	69	100%	1,787
Condition of sidewalks	19%	339	56%	997	21%	383	4%	67	100%	1,786
Ease of parking for retail trips	19%	342	46%	826	28%	499	7%	128	100%	1,796
Ease of parking for commuters	18%	225	43%	540	29%	369	10%	124	100%	1,258
Parking time restrictions	14%	235	49%	804	28%	462	9%	150	100%	1,651
Pedestrian-friendly access	28%	494	56%	990	14%	240	3%	46	100%	1,770
Bicycle-friendly access	20%	320	45%	708	25%	388	10%	151	100%	1,566
Variety of shopping choices	4%	73	21%	373	44%	780	31%	562	100%	1,789
Variety of dining options	5%	88	21%	373	37%	661	37%	671	100%	1,794
Availability of downtown living	7%	81	25%	305	38%	450	30%	360	100%	1,195
Variety of personal services (e.g. salons, spas, fitness studios, etc.)	17%	288	42%	711	31%	522	10%	165	100%	1,686
Variety of professional services (e.g. real estate, medical, financial/legal, etc.)	18%	301	48%	798	27%	444	6%	104	100%	1,647

Table 22: Question 13

Please rate how important, if at all, you think each of the following aspects would be in encouraging you to spend more time in Winnetka's business districts:	Essential		Very important		Somewhat important		Not at all important		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
More clothing stores	13%	232	27%	476	38%	664	21%	369	100%	1,741
More specialty shops (e.g. home furnishings, art/design, etc.)	8%	129	22%	381	39%	668	31%	527	100%	1,705
More fast-casual dining options	28%	486	29%	505	27%	469	17%	300	100%	1,760
More family-oriented dining options	40%	705	34%	598	19%	326	8%	134	100%	1,763
More pub/gastro pub dining options	40%	709	30%	538	18%	323	12%	205	100%	1,775
More upscale dining options	25%	445	26%	464	29%	517	19%	340	100%	1,765
More personal beauty services	1%	24	7%	115	32%	573	60%	1,053	100%	1,765
More personal fitness services	3%	60	12%	210	34%	594	51%	896	100%	1,760
More professional medical services	4%	62	18%	314	39%	697	39%	695	100%	1,768
More professional other services	2%	36	12%	201	42%	707	44%	755	100%	1,699
Additional entertainment venues	17%	300	29%	500	32%	566	22%	383	100%	1,749
More frequent programming and special events	9%	153	20%	341	48%	834	24%	417	100%	1,745
Enhanced public or open spaces	14%	237	26%	444	38%	661	23%	397	100%	1,738
Other	22%	44	11%	22	23%	45	44%	86	100%	196

Table 23: Question 15

Please indicate to what extent you would support or oppose redeveloping the post office site to incorporate it into the Village's Elm Business District?	Percent	Number
Strongly support	50%	824
Somewhat support	30%	495
Somewhat oppose	9%	152
Strongly oppose	10%	163
Total	100%	1,633

Table 24: Question 16, part 1

First, please indicate how important to you, if at all, each of the following uses would be if the Village were to pursue redevelopment of the post office site.	Essential		Very important		Somewhat important		Not at all important		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Retail	36%	575	32%	505	19%	309	13%	206	100%	1,595
Residential	14%	221	21%	340	27%	422	38%	608	100%	1,591
Offices/services	4%	62	18%	272	40%	626	38%	587	100%	1,548
Community institution	6%	95	19%	283	30%	461	45%	682	100%	1,521
Outdoor spaces for public gathering	17%	262	22%	346	28%	441	33%	518	100%	1,568
Other	41%	91	19%	42	5%	10	35%	78	100%	222

Table 25: Question 16, part 2

Then, select which ONE is most important to you for the Village to include.	Percent	Number
Retail	52%	630
Residential	13%	162
Offices/services	1%	16
Community institution	8%	99
Outdoor spaces for public gathering	14%	176
Other	11%	132
Total	100%	1,215

Table 26: Question D11

When the Village conducts future surveys similar to this one, how likely, if at all, would you be to complete the survey using the following formats?	Very likely		Somewhat likely		Not at all likely		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Print/mail	65%	1,128	28%	478	8%	131	100%	1,737
Online	59%	926	27%	421	15%	230	100%	1,577
Via email	50%	759	31%	476	19%	283	100%	1,517

Survey Responses Including “Don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. Each table includes the number and percent of responses for each response option.

Table 27: Question 1

Please rate each of the following aspects of quality of life in Winnetka:	Excellent		Good		Fair		Poor		Don't know		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Winnetka as a place to live	67%	1,243	30%	555	3%	60	0%	3	0%	1	100%	1,862
Your neighborhood as a place to live	68%	1,258	28%	522	4%	65	0%	6	0%	2	100%	1,853
Winnetka as a place to raise children	69%	1,267	25%	456	4%	65	0%	3	3%	55	100%	1,847
Winnetka as a place to work	14%	245	15%	273	17%	316	8%	138	46%	839	100%	1,812
Winnetka as a place to visit	26%	481	34%	620	24%	439	6%	105	10%	174	100%	1,819
Winnetka as a place to retire	13%	240	19%	346	27%	486	23%	417	19%	341	100%	1,830
Vibrant commercial areas	4%	76	16%	304	47%	859	32%	585	1%	18	100%	1,841
Shopping opportunities	5%	86	17%	309	48%	881	30%	559	1%	12	100%	1,846
Variety of options for eating/dining	5%	88	23%	420	39%	719	33%	608	0%	7	100%	1,841
The overall quality of life in Winnetka	37%	691	54%	993	9%	159	0%	3	0%	0	100%	1,846

Table 28: Question 2

Please rate each of the following characteristics as they relate to Winnetka as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Overall feeling of safety in Winnetka	77%	1,429	22%	409	1%	26	0%	0	0%	1	100%	1,865
Overall ease of getting to the places you usually have to visit	62%	1,152	34%	620	4%	68	0%	6	0%	2	100%	1,848
Quality of overall natural environment in Winnetka	59%	1,081	36%	656	5%	89	1%	13	0%	5	100%	1,844
Overall "built environment" of Winnetka (including overall design, functionality, buildings, parks and transportation systems)	36%	668	48%	881	14%	256	2%	35	0%	3	100%	1,843
Overall opportunities for education and enrichment	58%	1,074	32%	586	8%	145	1%	13	2%	35	100%	1,854
Variety of special and community events	35%	649	43%	792	17%	315	2%	31	3%	50	100%	1,836
Overall economic condition	31%	578	45%	823	17%	316	3%	57	3%	63	100%	1,837
Sense of community	33%	602	44%	810	19%	348	4%	75	1%	12	100%	1,846
Overall image or reputation of Winnetka	51%	951	39%	716	8%	149	2%	28	1%	12	100%	1,856

Table 29: Question 3

What are your reasons for living in Winnetka? (Please select all that apply.)	Percent	Number
Raised here/close to family	29%	546
Close to work	23%	431
Good schools	78%	1,458
Small town feel	50%	938
Close to Chicago	77%	1,433
Natural setting	38%	708
Attractive community	63%	1,175
Safe community	82%	1,532
Historic neighborhoods	17%	326
Quiet area	43%	803
Public amenities (e.g., parks, library, etc.)	43%	808
Quality neighborhoods	62%	1,154
Ease of getting around	42%	785
Shopping/dining opportunities	9%	159
Sense of community	33%	621
Other	3%	57
Proximity to the train	1%	26
Total	100%	1,865

Total may exceed 100% as respondents could select more than one option.

Table 30: Question 4

Please indicate how much of a source, if at all, you consider each of the following to be for obtaining information about the Village government, services, activities, events and local issues:	Major source		Minor source		Not a source		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Local news outlets (Winnetka Talk, Winnetka Current, TribLocal, etc.)	67%	1,233	28%	507	6%	102	100%	1,841
Quarterly Village newsletter (Winnetka Report)	43%	781	46%	830	11%	197	100%	1,808
Village e-newsletter (E-Winnetka)	29%	511	37%	651	34%	608	100%	1,770
Village website (www.villageofwinnetka.org)	22%	387	46%	811	32%	555	100%	1,753
Blogs or social media	4%	74	17%	306	78%	1,373	100%	1,753
Village Council meetings and other public meetings	6%	102	35%	609	60%	1,045	100%	1,756
The local government cable Channel 10	3%	46	15%	260	83%	1,457	100%	1,764
Word-of-mouth	37%	671	48%	854	15%	267	100%	1,791
Phone call to Village Hall or a specific Department	19%	348	45%	801	36%	643	100%	1,792
Personal visit to Village Hall or a specific Department	16%	281	39%	700	45%	791	100%	1,773
Talking with Village officials	10%	181	31%	544	59%	1,041	100%	1,766

Table 31: Question 5

Please rate the quality of each of the following services provided by the Village of Winnetka:	Excellent		Good		Fair		Poor		Don't know		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Police services	64%	1,180	28%	519	5%	85	1%	20	2%	41	100%	1,845
Crime prevention	53%	971	35%	636	5%	89	1%	13	7%	125	100%	1,834
Traffic enforcement	38%	699	40%	735	13%	236	4%	82	4%	77	100%	1,829
Fire services	64%	1,184	22%	413	1%	20	0%	0	12%	225	100%	1,842
Ambulance or emergency medical services	53%	975	17%	316	1%	19	0%	1	29%	524	100%	1,836
Fire prevention and education	44%	793	27%	496	4%	80	0%	8	24%	432	100%	1,809
Street repair	20%	362	42%	769	28%	516	9%	159	1%	26	100%	1,831
Street cleaning	38%	694	47%	864	11%	196	2%	39	2%	27	100%	1,821
Street lighting	24%	447	43%	781	22%	409	10%	183	1%	11	100%	1,830
Snow removal (streets & sidewalks)	41%	757	41%	754	11%	198	3%	57	4%	68	100%	1,833
Sidewalk maintenance	26%	473	47%	858	19%	338	6%	104	3%	49	100%	1,821
Traffic signal timing	25%	458	53%	954	15%	265	4%	67	4%	69	100%	1,813
Garbage collection	67%	1,226	27%	501	4%	65	1%	27	1%	14	100%	1,832
Recycling	63%	1,146	30%	548	5%	83	1%	24	2%	29	100%	1,830
Yard waste pick-up	51%	939	32%	591	7%	129	1%	22	8%	146	100%	1,826
Drinking water	56%	1,012	33%	599	7%	126	1%	19	4%	66	100%	1,821
Sanitary sewer services	38%	690	34%	622	12%	217	5%	85	11%	191	100%	1,805
Storm drainage (flood control)	12%	213	23%	408	27%	485	34%	607	5%	94	100%	1,806
Electric service	50%	907	38%	687	9%	169	2%	31	2%	29	100%	1,823
Utility billing	38%	682	42%	767	13%	243	5%	85	2%	35	100%	1,812
Land use, planning and zoning	15%	277	34%	623	27%	481	11%	203	12%	225	100%	1,810
Code enforcement (unkempt properties, sign violations, etc.)	15%	269	33%	591	18%	334	9%	166	25%	446	100%	1,807
Economic development	8%	146	23%	423	34%	611	21%	373	14%	260	100%	1,813
Public information services	15%	275	39%	691	26%	470	4%	65	16%	282	100%	1,782
Cable television	10%	179	28%	496	19%	339	11%	193	33%	587	100%	1,795
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	17%	301	29%	518	14%	251	3%	56	38%	687	100%	1,814
Village-sponsored special events (such as 4th of July, Art in the Village, Holiday tree lighting, etc.)	51%	942	37%	679	9%	162	0%	6	2%	40	100%	1,830
Overall customer service by Winnetka employees (police, receptionists, planners, etc.)	42%	770	42%	764	10%	186	3%	51	2%	45	100%	1,816

Table 32: Question 6

The Village of Winnetka provides services in the areas of general government, public safety, public works, community development and more. How would you rate the quality of the services provided by Winnetka overall?	Percent	Number
Excellent	42%	776
Good	47%	860
Fair	9%	159
Poor	0%	9
Don't know	2%	37
Total	100%	1,841

Table 33: Question 8

As part of the Stormwater Master Plan, the Village will be studying development requirements for new home construction to control stormwater runoff. Please indicate to what extent you would support or oppose adding new home construction development requirements for the purpose of controlling stormwater runoff.	Percent	Number
Strongly support	59%	1,074
Somewhat support	24%	440
Somewhat oppose	4%	78
Strongly oppose	4%	79
Don't know	8%	142
Total	100%	1,813

Table 34: Question 9

In order to reduce costs, the Village is considering moving the location of garbage collection service from back door to curbside, as is already the case for recycling and yard waste. Standardized garbage containers would be provided. To what extent do you support or oppose this proposal?	Percent	Number
Strongly support	33%	603
Somewhat support	25%	459
Somewhat oppose	13%	246
Strongly oppose	25%	449
Don't know	4%	65
Total	100%	1,823

Table 35: Question 10

What level of priority, if any, should business district revitalization be for the Village?	Percent	Number
Highest priority	24%	441
High priority	52%	943
Medium priority	17%	313

What level of priority, if any, should business district revitalization be for the Village?	Percent	Number
Low priority	4%	78
Not a priority at all	1%	25
Don't know	1%	24
Total	100%	1,824

Table 36: Question 11

Please rate how important, if at all, you think it is for the Winnetka community to prioritize each of the following areas as part of its strategic revitalization of the business districts:	Essential		Very important		Somewhat important		Not at all important		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Serve the retail and service needs of local residents	56%	997	33%	590	10%	185	1%	23	100%	1,795
Attract visitors to shop in Winnetka	28%	492	34%	608	30%	535	9%	152	100%	1,787
Be a more attractive place to own a business	46%	817	35%	615	16%	289	3%	57	100%	1,778
Preserve the historical character of existing buildings	29%	527	33%	589	30%	535	8%	145	100%	1,795
Pursue redevelopment of vacant or underused commercial sites	41%	731	39%	709	16%	285	4%	72	100%	1,798
Provide open spaces for public gathering	20%	364	31%	547	34%	612	15%	259	100%	1,783
Enhance each districts' sense of identity	12%	215	19%	338	37%	661	32%	571	100%	1,784

Table 37: Question 12

Please rate each of the following aspects of Winnetka's business districts (including Indian Hill District, Elm District and Hubbard Woods District):	Excellent		Good		Fair		Poor		Don't know		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Architectural style of buildings	24%	440	60%	1,083	13%	226	2%	41	1%	16	100%	1,805
Sidewalk attractiveness	19%	342	52%	943	23%	416	5%	87	1%	13	100%	1,802
Lighting attractiveness	19%	342	51%	920	23%	416	5%	98	1%	26	100%	1,801
Condition of streets	19%	346	57%	1,019	20%	353	4%	69	1%	16	100%	1,803
Condition of sidewalks	19%	339	55%	997	21%	383	4%	67	1%	19	100%	1,805
Ease of parking for retail trips	19%	342	46%	826	28%	499	7%	128	1%	12	100%	1,808
Ease of parking for commuters	13%	225	30%	540	21%	369	7%	124	30%	529	100%	1,787
Parking time restrictions	13%	235	45%	804	26%	462	8%	150	8%	140	100%	1,791
Pedestrian-friendly access	28%	494	55%	990	13%	240	3%	46	1%	25	100%	1,795
Bicycle-friendly access	18%	320	40%	708	22%	388	8%	151	12%	220	100%	1,786
Variety of shopping choices	4%	73	21%	373	43%	780	31%	562	1%	14	100%	1,803
Variety of dining options	5%	88	21%	373	37%	661	37%	671	1%	11	100%	1,805
Availability of downtown living	5%	81	17%	305	25%	450	20%	360	33%	590	100%	1,786
Variety of personal services (e.g. salons, spas, fitness studios, etc.)	16%	288	40%	711	29%	522	9%	165	5%	91	100%	1,777
Variety of professional services (e.g. real estate, medical, financial/legal, etc.)	17%	301	45%	798	25%	444	6%	104	8%	135	100%	1,782

Table 38: Question 13

Please rate how important, if at all, you think each of the following aspects would be in encouraging you to spend more time in Winnetka's business districts:	Essential		Very important		Somewhat important		Not at all important		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
More clothing stores	13%	232	27%	476	38%	664	21%	369	100%	1,741
More specialty shops (e.g. home furnishings, art/design, etc.)	8%	129	22%	381	39%	668	31%	527	100%	1,705
More fast-casual dining options	28%	486	29%	505	27%	469	17%	300	100%	1,760
More family-oriented dining options	40%	705	34%	598	19%	326	8%	134	100%	1,763
More pub/gastro pub dining options	40%	709	30%	538	18%	323	12%	205	100%	1,775
More upscale dining options	25%	445	26%	464	29%	517	19%	340	100%	1,765
More personal beauty services	1%	24	7%	115	32%	573	60%	1,053	100%	1,765
More personal fitness services	3%	60	12%	210	34%	594	51%	896	100%	1,760
More professional medical services	4%	62	18%	314	39%	697	39%	695	100%	1,768
More professional other services	2%	36	12%	201	42%	707	44%	755	100%	1,699
Additional entertainment venues	17%	300	29%	500	32%	566	22%	383	100%	1,749
More frequent programming and special events	9%	153	20%	341	48%	834	24%	417	100%	1,745
Enhanced public or open spaces	14%	237	26%	444	38%	661	23%	397	100%	1,738
Other	22%	44	11%	22	23%	45	44%	86	100%	196

Table 39: Question 15

Please indicate to what extent you would support or oppose redeveloping the post office site to incorporate it into the Village's Elm Business District?	Percent	Number
Strongly support	46%	824
Somewhat support	28%	495
Somewhat oppose	9%	152
Strongly oppose	9%	163
Don't know	8%	147
Total	100%	1,781

Table 40: Question 16, part 1

First, please indicate how important to you, if at all, each of the following uses would be if the Village were to pursue redevelopment of the post office site.	Essential		Very important		Somewhat important		Not at all important		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Retail	36%	575	32%	505	19%	309	13%	206	100%	1,595
Residential	14%	221	21%	340	27%	422	38%	608	100%	1,591
Offices/services	4%	62	18%	272	40%	626	38%	587	100%	1,548
Community institution	6%	95	19%	283	30%	461	45%	682	100%	1,521
Outdoor spaces for public gathering	17%	262	22%	346	28%	441	33%	518	100%	1,568
Other	41%	91	19%	42	5%	10	35%	78	100%	222

Table 41: Question 16, part 2

Then, select which ONE is most important to you for the Village to include.	Percent	Number
Retail	52%	630
Residential	13%	162
Offices/services	1%	16
Community institution	8%	99
Outdoor spaces for public gathering	14%	176
Other	11%	132
Total	100%	1,215

Table 42: Question D11

When the Village conducts future surveys similar to this one, how likely, if at all, would you be to complete the survey using the following formats?	Very likely		Somewhat likely		Not at all likely		Don't know		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Print/mail	64%	1,128	27%	478	7%	131	2%	31	100%	1,768
Online	57%	926	26%	421	14%	230	4%	59	100%	1,636
Via email	47%	759	30%	476	18%	283	5%	81	100%	1,598

Appendix C: Survey Results Compared by Respondent Characteristics

Survey responses to selected survey questions were compared by the area in which a respondent lived and respondent characteristics. ANOVA tests of significance were applied to these comparisons of survey questions. Responses that are significantly different ($p < .05$) are marked with gray shading. A “ p -value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Cells shaded gray indicate statistically significant differences ($p \geq .05$) between at least two of the subgroups.

Select Survey Responses Compared by Demographic Characteristics

The following appendix compares select survey responses by demographic characteristics of respondents.

Table 43: Question 1

Please rate each of the following aspects of quality of life in Winnetka: (Percent rating as "excellent" or "good").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Winnetka as a place to live	96%	98%	98%	96%	96%	97%	97%	97%	97%	97%	97%	97%	97%
Your neighborhood as a place to live	96%	98%	96%	96%	96%	96%	97%	97%	96%	97%	97%	96%	96%
Winnetka as a place to raise children	96%	98%	98%	96%	95%	95%	97%	97%	96%	97%	97%	96%	96%
Winnetka as a place to work	50%	59%	50%	53%	55%	60%	46%	50%	60%	61%	46%	60%	53%
Winnetka as a place to visit	64%	72%	65%	62%	73%	74%	61%	63%	78%	68%	60%	74%	67%
Winnetka as a place to retire	34%	49%	45%	30%	44%	45%	33%	32%	55%	44%	33%	45%	39%
Vibrant commercial areas	19%	23%	24%	17%	21%	24%	17%	19%	25%	31%	17%	23%	21%
Shopping opportunities	19%	25%	23%	19%	23%	27%	16%	19%	28%	26%	17%	26%	22%
Variety of options for eating/dining	24%	33%	21%	22%	38%	39%	17%	22%	44%	27%	17%	40%	28%
The overall quality of life in Winnetka	90%	94%	93%	91%	90%	92%	91%	91%	93%	90%	92%	91%	91%

Table 44: Question 2

Please rate each of the following characteristics as they relate to Winnetka as a whole: (Percent rating as "excellent" or "good").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Overall feeling of safety in Winnetka	99%	99%	99%	99%	98%	99%	99%	99%	99%	100%	98%	99%	99%
Overall ease of getting to the places you usually have to visit	96%	97%	95%	96%	96%	95%	97%	96%	96%	97%	96%	96%	96%
Quality of overall natural environment in Winnetka	95%	95%	96%	94%	94%	94%	95%	95%	95%	94%	95%	94%	94%
Overall "built environment" of Winnetka (including overall design, functionality, buildings, parks and transportation systems)	83%	87%	85%	83%	85%	86%	82%	83%	87%	85%	83%	86%	84%
Overall opportunities for education and enrichment	91%	93%	93%	90%	91%	91%	92%	91%	93%	93%	91%	92%	91%
Variety of special and community events	79%	84%	88%	80%	75%	77%	84%	82%	78%	89%	83%	77%	81%
Overall economic condition	79%	79%	86%	76%	77%	78%	80%	79%	80%	95%	78%	78%	79%
Sense of community	76%	80%	81%	75%	75%	74%	80%	77%	77%	87%	78%	74%	77%
Overall image or reputation of Winnetka	90%	92%	93%	89%	91%	90%	91%	90%	94%	97%	89%	91%	90%

Table 45: Question 4

Please indicate how much of a source, if at all, you consider each of the following to be for obtaining information about the Village government, services, activities, events and local issues: (Percent rating as "major source" or "minor source").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Local news outlets (Winnetka Talk, Winnetka Current, TribLocal, etc.)	93%	97%	93%	95%	95%	95%	94%	94%	96%	97%	93%	95%	94%
Quarterly Village newsletter (Winnetka Report)	88%	91%	88%	87%	93%	91%	87%	88%	92%	77%	88%	93%	89%
Village e-newsletter (E-Winnetka)	68%	62%	72%	68%	58%	59%	71%	69%	55%	67%	71%	59%	66%
Village website (www.villageofwinnetka.org)	71%	62%	83%	68%	56%	61%	75%	74%	53%	87%	75%	56%	68%
Blogs or social media	23%	19%	26%	22%	18%	20%	23%	24%	15%	25%	25%	17%	22%
Village Council meetings and other public meetings	38%	44%	31%	39%	49%	46%	35%	38%	48%	28%	36%	48%	40%
The local government cable Channel 10	16%	20%	14%	13%	24%	21%	14%	15%	23%	15%	14%	21%	17%
Word-of-mouth	85%	85%	86%	86%	84%	81%	89%	87%	80%	98%	86%	81%	85%
Phone call to Village Hall or a specific Department	60%	71%	60%	62%	70%	68%	61%	61%	74%	51%	60%	73%	64%
Personal visit to Village Hall or a specific Department	53%	59%	55%	52%	59%	60%	52%	53%	63%	47%	53%	61%	55%
Talking with Village officials	40%	42%	36%	38%	49%	46%	37%	39%	47%	27%	38%	49%	41%

Table 46: Question 5

Please rate the quality of each of the following services provided by the Village of Winnetka: (Percent rating as "excellent" or "good").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Police services	93%	96%	94%	94%	94%	94%	95%	94%	96%	90%	95%	95%	94%
Crime prevention	94%	95%	95%	93%	94%	94%	94%	94%	96%	92%	94%	95%	94%
Traffic enforcement	81%	84%	89%	78%	80%	82%	82%	82%	82%	90%	82%	81%	82%
Fire services	99%	99%	99%	99%	98%	99%	99%	99%	99%	100%	99%	98%	99%
Ambulance or emergency medical services	98%	99%	99%	99%	98%	99%	99%	98%	99%	100%	99%	99%	98%
Fire prevention and education	93%	95%	95%	95%	92%	92%	95%	94%	93%	92%	95%	93%	94%
Street repair	62%	64%	70%	63%	57%	61%	65%	64%	59%	72%	64%	59%	63%
Street cleaning	86%	89%	89%	87%	85%	86%	88%	88%	86%	89%	88%	86%	87%
Street lighting	66%	70%	64%	68%	69%	70%	65%	67%	69%	61%	67%	70%	67%
Snow removal (streets & sidewalks)	85%	86%	85%	86%	86%	85%	87%	86%	85%	83%	86%	86%	86%
Sidewalk maintenance	74%	76%	78%	75%	72%	73%	76%	76%	73%	74%	78%	72%	75%
Traffic signal timing	81%	83%	87%	82%	76%	77%	84%	82%	80%	86%	84%	77%	81%
Garbage collection	94%	97%	92%	97%	96%	95%	95%	95%	96%	90%	95%	96%	95%
Recycling	93%	97%	92%	96%	94%	95%	93%	94%	96%	92%	93%	96%	94%
Yard waste pick-up	89%	95%	89%	91%	92%	92%	90%	91%	93%	90%	90%	93%	91%
Drinking water	91%	93%	86%	93%	96%	93%	91%	91%	95%	89%	90%	95%	92%
Sanitary sewer services	81%	83%	79%	80%	84%	84%	79%	80%	87%	77%	79%	85%	81%
Storm drainage (flood control)	35%	39%	35%	29%	44%	44%	30%	32%	50%	40%	30%	43%	36%
Electric service	87%	93%	87%	88%	92%	92%	87%	88%	94%	85%	87%	92%	89%
Utility billing	79%	87%	77%	80%	86%	85%	79%	79%	90%	78%	78%	87%	82%
Land use, planning and zoning	55%	61%	59%	55%	57%	57%	57%	55%	63%	58%	57%	57%	57%
Code enforcement (unkempt properties, sign violations, etc.)	62%	66%	63%	64%	62%	64%	63%	62%	68%	64%	63%	63%	63%

Table 47: Question 5 (continued)

Please rate the quality of each of the following services provided by the Village of Winnetka: (Percent rating as "excellent" or "good").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Economic development	35%	39%	41%	34%	35%	39%	34%	35%	42%	48%	35%	36%	37%
Public information services	62%	70%	71%	60%	63%	66%	64%	63%	69%	71%	64%	65%	64%
Cable television	53%	62%	61%	56%	52%	54%	58%	56%	57%	69%	57%	53%	56%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	72%	74%	80%	69%	72%	70%	75%	73%	74%	86%	73%	71%	73%
Village-sponsored special events (such as 4th of July, Art in the Village, Holiday tree lighting, etc.)	89%	93%	89%	90%	92%	90%	91%	90%	92%	90%	91%	91%	91%
Overall customer service by Winnetka employees (police, receptionists, planners, etc.)	85%	91%	85%	85%	90%	89%	86%	85%	93%	84%	85%	90%	87%

Table 48: Question 6

	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
The Village of Winnetka provides services in the areas of general government, public safety, public works, community development and more. How would you rate the quality of the services provided by Winnetka overall?	89%	94%	92%	90%	91%	91%	91%	91%	93%	92%	91%	92%	91%

Table 49: Question 8

	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
As part of the Stormwater Master Plan, the Village will be studying development requirements for new home construction to control stormwater runoff. Please indicate to what extent you would support or oppose adding new home construction development requirements for the purpose of controlling stormwater runoff.	89%	93%	93%	89%	90%	91%	91%	90%	92%	90%	90%	92%	91%

Table 50: Question 9

	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
In order to reduce costs, the Village is considering moving the location of garbage collection service from back door to curbside, as is already the case for recycling and yard waste. Standardized garbage containers would be provided. To what extent do you support or oppose this proposal?	61%	61%	73%	60%	52%	61%	60%	61%	58%	66%	61%	59%	60%

Table 51: Question 10

	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
What level of priority, if any, should business district revitalization be for the Village?	76%	80%	80%	81%	72%	74%	80%	79%	73%	74%	80%	75%	77%

Table 52: Question 11

Please rate how important, if at all, you think it is for the Winnetka community to prioritize each of the following areas as part of its strategic revitalization of the business districts: (Percent rating as "essential" or "very important").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Serve the retail and service needs of local residents	88%	91%	88%	91%	87%	87%	90%	89%	87%	87%	89%	88%	88%
Attract visitors to shop in Winnetka	58%	68%	55%	68%	61%	59%	64%	62%	62%	64%	60%	63%	62%
Be a more attractive place to own a business	80%	83%	81%	82%	80%	80%	82%	81%	81%	84%	80%	81%	81%
Preserve the historical character of existing buildings	62%	61%	62%	60%	64%	66%	58%	61%	65%	61%	60%	65%	62%
Pursue redevelopment of vacant or underused commercial sites	79%	84%	85%	82%	74%	75%	85%	81%	77%	87%	83%	76%	80%
Provide open spaces for public gathering	51%	50%	56%	52%	46%	47%	54%	53%	45%	61%	52%	47%	51%
Enhance each districts' sense of identity	32%	30%	31%	31%	31%	30%	32%	30%	33%	25%	31%	32%	31%

Table 53: Question 12

Please rate each of the following aspects of Winnetka's business districts (including Indian Hill District, Elm District and Hubbard Woods District): (Percent rating as "excellent" or "good").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Architectural style of buildings	85%	85%	87%	85%	84%	84%	86%	86%	84%	94%	85%	84%	85%
Sidewalk attractiveness	72%	73%	78%	70%	68%	71%	73%	73%	70%	77%	73%	69%	72%
Lighting attractiveness	71%	73%	73%	72%	69%	72%	71%	71%	72%	77%	71%	71%	71%
Condition of streets	77%	76%	83%	76%	72%	75%	78%	78%	72%	88%	77%	74%	76%
Condition of sidewalks	75%	74%	80%	75%	71%	72%	77%	77%	70%	77%	77%	72%	75%
Ease of parking for retail trips	66%	64%	74%	61%	61%	62%	68%	67%	61%	78%	66%	61%	65%
Ease of parking for commuters	61%	59%	64%	59%	59%	57%	64%	62%	57%	65%	62%	58%	61%
Parking time restrictions	63%	64%	64%	61%	63%	62%	64%	64%	62%	67%	63%	62%	63%
Pedestrian-friendly access	84%	85%	86%	84%	82%	83%	85%	84%	83%	90%	83%	84%	84%
Bicycle-friendly access	66%	67%	70%	63%	65%	65%	66%	66%	65%	76%	64%	65%	66%
Variety of shopping choices	23%	28%	27%	21%	27%	28%	22%	23%	30%	30%	21%	28%	25%
Variety of dining options	22%	31%	16%	20%	38%	37%	16%	19%	44%	13%	16%	39%	26%
Availability of downtown living	30%	35%	33%	29%	35%	34%	30%	31%	36%	26%	32%	33%	32%
Variety of personal services (e.g. salons, spas, fitness studios, etc.)	57%	64%	50%	60%	67%	63%	57%	58%	65%	38%	59%	65%	59%
Variety of professional services (e.g. real estate, medical, financial/legal, etc.)	64%	72%	61%	65%	73%	71%	63%	66%	72%	62%	64%	71%	67%

Table 54: Question 13

Please rate how important, if at all, you think each of the following aspects would be in encouraging you to spend more time in Winnetka's business districts: (Percent rating as "essential" or "very important").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
More clothing stores	38%	47%	42%	42%	39%	38%	43%	42%	39%	47%	42%	38%	41%
More specialty shops (e.g. home furnishings, art/design, etc.)	31%	29%	30%	32%	28%	29%	31%	32%	25%	45%	28%	29%	30%
More fast-casual dining options	59%	53%	68%	58%	45%	46%	66%	63%	38%	82%	64%	41%	56%
More family-oriented dining options	77%	69%	88%	78%	59%	57%	89%	81%	54%	84%	88%	56%	74%
More pub/gastro pub dining options	76%	61%	83%	74%	56%	56%	83%	80%	44%	95%	80%	54%	70%
More upscale dining options	54%	47%	56%	55%	45%	46%	56%	55%	41%	65%	54%	46%	51%
More personal beauty services	9%	6%	12%	7%	5%	6%	10%	9%	6%	12%	10%	5%	8%
More personal fitness services	17%	13%	24%	14%	9%	13%	17%	18%	9%	40%	16%	9%	15%
More professional medical services	23%	18%	28%	18%	20%	21%	21%	21%	22%	30%	20%	20%	21%
More professional other services	16%	11%	18%	13%	12%	13%	15%	14%	14%	19%	14%	13%	14%
Additional entertainment venues	49%	40%	57%	48%	34%	33%	56%	51%	30%	55%	53%	35%	46%
More frequent programming and special events	31%	23%	38%	25%	23%	23%	33%	31%	21%	38%	31%	22%	28%
Enhanced public or open spaces	41%	36%	44%	37%	37%	37%	41%	41%	33%	45%	40%	37%	39%
Other	45%	21%	50%	33%	35%	36%	41%	40%	33%	50%	38%	36%	37%

Table 55: Question 15

	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Please indicate to what extent you would support or oppose redeveloping the post office site to incorporate it into the Village's Elm Business District?	82%	81%	82%	82%	79%	78%	83%	82%	79%	70%	84%	80%	81%

Table 56: Question 16

First, please indicate how important to you, if at all, each of the following uses would be if the Village were to pursue redevelopment of the post office site: (Percent rating as "essential" or "very important").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Retail	68%	68%	70%	72%	62%	61%	73%	70%	62%	68%	71%	64%	68%
Residential	34%	39%	22%	36%	46%	44%	29%	31%	50%	13%	29%	49%	35%
Offices/services	20%	24%	19%	24%	22%	22%	22%	20%	26%	20%	21%	23%	22%
Community institution	24%	26%	28%	24%	24%	23%	27%	25%	23%	23%	27%	23%	25%
Outdoor spaces for public gathering	39%	37%	45%	37%	36%	36%	41%	41%	31%	43%	41%	34%	39%
Other	57%	65%	72%	55%	53%	51%	70%	64%	49%	51%	70%	50%	60%

Table 57: Question D11

When the Village conducts future surveys similar to this one, how likely, if at all, would you be to complete the survey using the following formats?: (Percent rating as "very likely" or "somewhat likely").	Employment status		Length of residency			Presence of children 17 or under		Presence of adults 65 or older		Age			Overall
	Working	Not working	Less than 5 years	6 to 20 years	More than 20 years	No	Yes	No	Yes	18-34	35-54	55+	
Print/mail	90%	96%	88%	92%	96%	96%	90%	91%	97%	83%	91%	96%	92%
Online	88%	82%	90%	86%	81%	81%	89%	88%	77%	90%	88%	81%	85%
Via email	83%	79%	85%	84%	76%	75%	87%	84%	73%	84%	86%	76%	81%

Select Survey Responses Compared by Location

The following appendix compares select survey responses by the areas where respondents resided.

Table 58: Question 1

Please rate each of the following aspects of quality of life in Winnetka: (Percent rating as "excellent" or "good").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Winnetka as a place to live	95%	97%	97%	97%	97%
Your neighborhood as a place to live	92%	97%	97%	97%	96%
Winnetka as a place to raise children	94%	97%	97%	97%	96%
Winnetka as a place to work	55%	54%	55%	50%	53%
Winnetka as a place to visit	67%	72%	65%	65%	67%
Winnetka as a place to retire	39%	39%	39%	40%	39%
Vibrant commercial areas	21%	23%	21%	19%	21%
Shopping opportunities	23%	23%	20%	21%	22%
Variety of options for eating/dining	27%	30%	29%	25%	28%
The overall quality of life in Winnetka	87%	91%	93%	92%	91%

Table 59: Question 2

Please rate each of the following characteristics as they relate to Winnetka as a whole: (Percent rating as "excellent" or "good").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Overall feeling of safety in Winnetka	98%	99%	99%	98%	99%
Overall ease of getting to the places you usually have to visit	93%	98%	96%	97%	96%
Quality of overall natural environment in Winnetka	93%	95%	95%	94%	94%
Overall "built environment" of Winnetka (including overall design, functionality, buildings, parks and transportation systems)	80%	85%	86%	84%	84%
Overall opportunities for education and enrichment	89%	91%	93%	91%	91%
Variety of special and community events	77%	82%	83%	78%	81%
Overall economic condition	79%	78%	81%	78%	79%
Sense of community	77%	76%	76%	79%	77%
Overall image or reputation of Winnetka	88%	91%	92%	89%	90%

Table 60: Question 4

Please indicate how much of a source, if at all, you consider each of the following to be for obtaining information about the Village government, services, activities, events and local issues: (Percent rating as "major source" or "minor source").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Local news outlets (Winnetka Talk, Winnetka Current, TribLocal, etc.)	95%	94%	95%	94%	94%
Quarterly Village newsletter (Winnetka Report)	89%	91%	88%	88%	89%
Village e-newsletter (E-Winnetka)	64%	68%	65%	65%	66%
Village website (www.villageofwinnetka.org)	68%	64%	70%	69%	68%
Blogs or social media	25%	21%	21%	21%	22%
Village Council meetings and other public meetings	38%	43%	42%	38%	40%
The local government cable Channel 10	16%	18%	21%	13%	17%
Word-of-mouth	83%	87%	85%	85%	85%
Phone call to Village Hall or a specific Department	71%	63%	64%	62%	64%
Personal visit to Village Hall or a specific Department	65%	51%	56%	53%	55%
Talking with Village officials	42%	42%	42%	39%	41%

Table 61: Question 5

Please rate the quality of each of the following services provided by the Village of Winnetka: (Percent rating as "excellent" or "good").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Police services	94%	94%	94%	95%	94%
Crime prevention	93%	93%	95%	94%	94%
Traffic enforcement	85%	83%	81%	80%	82%
Fire services	98%	99%	99%	98%	99%
Ambulance or emergency medical services	98%	99%	99%	98%	98%
Fire prevention and education	92%	94%	95%	92%	94%
Street repair	58%	64%	65%	62%	63%
Street cleaning	82%	86%	89%	87%	87%
Street lighting	64%	73%	66%	67%	67%
Snow removal (streets & sidewalks)	80%	85%	86%	89%	86%
Sidewalk maintenance	71%	75%	77%	75%	75%
Traffic signal timing	75%	78%	83%	84%	81%
Garbage collection	89%	97%	96%	96%	95%
Recycling	91%	97%	93%	94%	94%
Yard waste pick-up	86%	92%	93%	91%	91%
Drinking water	88%	96%	91%	92%	92%
Sanitary sewer services	79%	87%	82%	77%	81%
Storm drainage (flood control)	38%	40%	36%	33%	36%
Electric service	84%	90%	91%	88%	89%
Utility billing	78%	84%	83%	81%	82%
Land use, planning and zoning	56%	61%	55%	56%	57%
Code enforcement (unkept properties, sign violations, etc.)	55%	66%	64%	65%	63%
Economic development	32%	38%	39%	36%	37%
Public information services	58%	70%	65%	63%	64%
Cable television	54%	65%	55%	51%	56%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	67%	79%	72%	72%	73%
Village-sponsored special events (such as 4th of July, Art in the Village, Holiday tree lighting, etc.)	84%	93%	90%	93%	91%
Overall customer service by Winnetka employees (police, receptionists, planners, etc.)	80%	90%	89%	86%	87%

Table 62: Question 6

	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
The Village of Winnetka provides services in the areas of general government, public safety, public works, community development and more. How would you rate the quality of the services provided by Winnetka overall?	88%	91%	91%	91%	91%

Table 63: Question 8

	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
As part of the Stormwater Master Plan, the Village will be studying development requirements for new home construction to control stormwater runoff. Please indicate to what extent you would support or oppose adding new home construction development requirements for the purpose of controlling stormwater runoff.	91%	90%	91%	90%	91%

Table 64: Question 9

	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
In order to reduce costs, the Village is considering moving the location of garbage collection service from back door to curbside, as is already the case for recycling and yard waste. Standardized garbage containers would be provided. To what extent do you support or oppose this proposal?	63%	60%	58%	62%	60%

Table 65: Question 10

	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
What level of priority, if any, should business district revitalization be for the Village?	79%	75%	76%	79%	77%

Table 66: Question 11

Please rate how important, if at all, you think it is for the Winnetka community to prioritize each of the following areas as part of its strategic revitalization of the business districts: (Percent rating as "essential" or "very important").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Serve the retail and service needs of local residents	87%	89%	88%	89%	88%
Attract visitors to shop in Winnetka	63%	67%	56%	63%	62%
Be a more attractive place to own a business	80%	87%	78%	79%	81%
Preserve the historical character of existing buildings	55%	64%	63%	63%	62%
Pursue redevelopment of vacant or underused commercial sites	82%	84%	78%	79%	80%
Provide open spaces for public gathering	50%	48%	54%	51%	51%
Enhance each districts' sense of identity	32%	31%	30%	31%	31%

Table 67: Question 12

Please rate each of the following aspects of Winnetka's business districts (including Indian Hill District, Elm District and Hubbard Woods District): (Percent rating as "excellent" or "good").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Architectural style of buildings	82%	83%	88%	85%	85%
Sidewalk attractiveness	68%	69%	76%	72%	72%
Lighting attractiveness	66%	72%	73%	71%	71%
Condition of streets	71%	75%	80%	76%	76%
Condition of sidewalks	70%	72%	79%	75%	75%
Ease of parking for retail trips	54%	64%	69%	68%	65%
Ease of parking for commuters	57%	66%	62%	58%	61%
Parking time restrictions	61%	63%	63%	64%	63%
Pedestrian-friendly access	81%	86%	84%	83%	84%
Bicycle-friendly access	57%	65%	69%	67%	66%
Variety of shopping choices	23%	24%	27%	24%	25%
Variety of dining options	25%	27%	27%	23%	26%
Availability of downtown living	24%	31%	41%	29%	32%
Variety of personal services (e.g. salons, spas, fitness studios, etc.)	56%	64%	60%	57%	59%
Variety of professional services (e.g. real estate, medical, financial/legal, etc.)	60%	66%	70%	67%	67%

Table 68: Question 13

Please rate how important, if at all, you think each of the following aspects would be in encouraging you to spend more time in Winnetka's business districts: (Percent rating as "essential" or "very important").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
More clothing stores	43%	44%	40%	38%	41%
More specialty shops (e.g. home furnishings, art/design, etc.)	23%	29%	32%	32%	30%
More fast-casual dining options	63%	50%	59%	55%	56%
More family-oriented dining options	72%	74%	75%	73%	74%
More pub/gastro pub dining options	69%	69%	72%	69%	70%
More upscale dining options	53%	53%	48%	54%	51%
More personal beauty services	11%	7%	7%	8%	8%
More personal fitness services	19%	13%	13%	18%	15%
More professional medical services	27%	21%	18%	22%	21%
More professional other services	19%	16%	11%	13%	14%
Additional entertainment venues	50%	47%	45%	43%	46%
More frequent programming and special events	29%	24%	30%	29%	28%
Enhanced public or open spaces	40%	37%	41%	39%	39%
Other	32%	43%	43%	30%	37%

Table 69: Question 15

	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Please indicate to what extent you would support or oppose redeveloping the post office site to incorporate it into the Village's Elm Business District?	82%	81%	78%	83%	81%

Table 70: Question 16

First, please indicate how important to you, if at all, each of the following uses would be if the Village were to pursue redevelopment of the post office site: (Percent rating as "essential" or "very important").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Retail	74%	65%	65%	69%	68%
Residential	37%	41%	31%	35%	35%
Offices/services	31%	22%	18%	20%	22%
Community institution	29%	23%	26%	23%	25%
Outdoor spaces for public gathering	37%	33%	43%	39%	39%
Other	44%	58%	65%	65%	60%

Table 71: Question D11

When the Village conducts future surveys similar to this one, how likely, if at all, would you be to complete the survey using the following formats?: (Percent rating as "very likely" or "somewhat likely").	Area				Overall
	North of Tower Rd.	Tower Rd. to Pine St.	Pine St. to Willow Rd.	South of Willow Rd.	
Print/mail	93%	92%	90%	90%	91%
Online	83%	80%	81%	85%	82%
Via email	77%	77%	75%	80%	77%

Appendix D: Detailed Survey Methodology

Survey Instrument Development

General citizen surveys, such as this one, ask recipients for their perspectives about the quality of life in the village, their use of Village amenities, their opinion on policy issues facing the Village and their assessment of Village service delivery. The Village of Winnetka 2014 Citizen Survey is the first community-wide survey that the Village has conducted. The survey was administered by National Research Center, Inc. In an iterative process between Village staff and NRC staff, a list of topic areas was generated, questions refined and prioritized to be included on the final five-page questionnaire.

Survey Recipients

All households located in the Village boundaries at the time that the mailing list was created were eligible for the survey. Because local governments generally do not have inclusive lists of all the residences in the jurisdiction (tax assessor and utility billing databases often omit rental units), lists from the United States Postal Service (USPS), updated every three months, usually provide the best representation of all households in a specific geographic location at a given time. NRC used the USPS data to identify the households receiving a survey.

A larger list than needed was pulled so that a process referred to as “geocoding” could be used to eliminate addresses from the list that were outside the study boundaries. Geocoding is a computerized process in which addresses are compared to electronically mapped boundaries and coded as inside or outside desired boundaries. All addresses determined to be outside the study boundaries were eliminated from the mailing list.

To generate the final mailing list, the geocoded list of 4,308 eligible Winnetka households was divided into four geographic areas (North of Tower Road=17% of households, between Tower Road and Pine Street=22%, between Pine Street and Willow Road=32% and south of Willow Road=29%).

An individual within each household was selected using the birthday method (asking the adult in the household who most recently had a birthday to complete the questionnaire). The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

Survey Administration and Response

Each selected household was contacted three times. First, a prenotification announcement informing the household members that they had been selected to participate in the survey was sent. Approximately five days after mailing the prenotification, each household was mailed a survey containing a cover letter signed by the Village President enlisting participation. The packet also contained a postage-paid return envelope in which the survey recipients could return the completed questionnaire to NRC. A reminder letter and survey, scheduled to arrive four days after the first survey was the final contact. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. The cover letters included a web link where respondents could complete the survey online if they preferred. One hundred and sixty respondents opted to complete the survey via the web.

The mailings were sent in September of 2014 and completed surveys were collected over the following five weeks. About 3% of the 4,308 surveys were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 4,177 households receiving a survey, 1,876 completed the survey, providing an overall response rate of 45%. The strong response rate bolsters the representativeness of the survey. Response rates for each area are provided in the following figure.

Village of Winnetka 2014 Citizen Survey Response Rates by Area				
Geographic area	Number of surveys mailed	Number of returned postcards	Number of completed surveys	Response rate
North of Tower Rd.	753	28	317	44%
Tower Rd. to Pine St.	936	32	417	46%
Pine St. to Willow Rd.	1,376	36	590	44%
South of Willow Rd.	1,243	35	552	46%
Village overall	4,308	131	1,876	45%

Data Analysis

95% Confidence Intervals

The 95% confidence interval (or “margin of error”) quantifies the precision of the estimates made from the survey results. A 95% confidence interval can be calculated based on the number of responses. It indicates that in 95 of 100 surveys conducted like this one, for a particular item, a result would be found that is within plus or minus two percentage points of the result that would be found if everyone in the population of interest was surveyed. The practical difficulties of conducting any resident survey may introduce other sources of error in addition to sampling error. Despite best efforts to boost participation and ensure potential inclusion of all households, some selected households will decline participation in the survey (potentially introducing non-response error).

While the 95% confidence level for the survey is generally no greater than plus or minus two percentage points around any given percent reported for the entire set of responses, results for subgroups will have wider confidence intervals. Where comparisons are made between subgroups, the margins of error are less precise than the margin of error for the entire set of responses. For each of the four areas in Winnetka (North of Tower Road, between Tower Road and Pine Street, between Pine Street and Willow Road and south of Willow Road), the margin of error rises to approximately plus or minus 6% since the number of respondents were approximately 317 for the area north of Tower Road, 417 for the area between Tower Road and Pine Street, 590 for the area between Pine Street and Willow Road and 552 for the area south of Willow Road. Comparisons by respondent demographics have margins of error ranging from plus or minus 4% for 500 respondents to as much as plus or minus 8% for approximately 175 respondents.

Survey Processing (Data Entry)

Mailed surveys were submitted via postage-paid business reply envelopes. Once received, NRC staff assigned a unique identification number to each questionnaire. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; staff would choose randomly two of the three selected items to be coded in the dataset.

Once cleaned and numbered, all surveys were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

Data from the web surveys were automatically entered into an electronic dataset and generally required minimal cleaning. The web survey data were downloaded, cleaned as necessary and then merged with the data from the mail survey to create one complete dataset.

Weighting the Data

The demographic characteristics of the survey respondents were compared to those found in the 2010 Census and the 2011 American Community Survey (ACS) 5-year estimates for adults in the village. Results were weighted using the population norms to reflect the appropriate percent of those residents and geographic areas in the village. Other discrepancies between the whole population and the respondents were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were respondent housing tenure (rent versus own), housing unit type (attached versus detached), sex and age. This decision was based on the disparity between the survey respondent characteristics and the population norms for these variables and the saliency of these variables in differences of opinion among subgroups.

The primary objective of weighting survey data is to make the set of survey respondents reflective of the larger population of the community. This is done by: 1) reviewing the respondent demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable. Several different weighting “schemes” are tested to ensure the best fit for the data. Several different weighting “schemes” are tested to ensure the best fit for the data.

The results of the weighting scheme are presented in the table on the following page.

Table 72: Village of Winnetka 2014 Citizen Survey Weighting Table

Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	11%	3%	9%
Own home	89%	97%	91%
Detached unit	87%	91%	88%
Attached unit	13%	9%	12%
Sex and Age			
Female	52%	55%	52%
Male	48%	45%	48%
18-34 years of age	12%	2%	10%
35-54 years of age	47%	42%	48%
55+ years of age	41%	56%	43%
Females 18-34	6%	1%	6%
Females 35-54	25%	24%	25%
Females 55+	22%	30%	20%
Males 18-34	6%	1%	4%
Males 35-54	22%	18%	23%
Males 55+	20%	26%	22%
Area			
North of Tower Rd.	17%	17%	16%
Tower Rd. to Pine St.	22%	22%	21%
Pine St. to Willow Rd.	32%	31%	34%
South of Willow Rd.	29%	29%	29%

¹ Source: 2010 Census

Statistical Analysis

The electronic dataset was analyzed by NRC staff using IBM's Statistical Package for the Social Sciences (SPSS). For the most part, frequency distributions and the "percent positive" (i.e., "very good" or "good," "strongly agree" or "somewhat agree," "very well" or "well," etc.) are presented in the body of the report. A complete set of frequencies for each survey question is presented in *Appendix B: Frequency of Survey Responses*.

Also included are results by area and respondent characteristics (*Appendix C: Survey Results Compared by Respondent Characteristics*). Chi-square or ANOVA tests of significance were applied to these breakdowns of selected survey questions. A "*p*-value" of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of respondents represent "real" differences among those populations. Where differences between subgroups are statistically significant, they have been marked with gray shading in the appendices.

Appendix E: Survey Materials

The following pages display the questionnaire and other survey materials for the Village of Winnetka 2014 Citizen Survey.

Village of Winnetka 2014 Citizen Survey

Dear Winnetka Resident,

It won't take much of your time to make a big difference!

We are asking each Winnetka household to participate in a survey about your community. **Your survey will arrive in a few days—please watch for a white envelope from the Village.**

We look forward to your feedback and thank you for helping to create a better Winnetka.

Sincerely,



E. Gene Greable

Village of Winnetka 2014 Citizen Survey

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Sincerely,



E. Gene Greable



THE VILLAGE OF WINNETKA
510 Green Bay Road
WINNETKA, ILLINOIS 60093

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



THE VILLAGE OF WINNETKA
510 Green Bay Road
WINNETKA, ILLINOIS 60093

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Permit NO. 94



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PAID
Boulder, CO
Permit NO. 94



VILLAGE OF WINNETKA

Incorporated in 1869

Village of Winnetka 2014 Citizen Survey

October 2014

Dear Village of Winnetka Resident:

The Village wants to hear from you to shape the future of Winnetka. We are asking each Winnetka household to participate in the 2014 Village of Winnetka Citizen Survey. Please provide your views on how your Village is performing and weigh in on issues facing this community.

Please take a few minutes to fill out the enclosed survey. Your participation is important.

A few things to remember:

- **Your responses are completely anonymous, and the results will be reported in group form only.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

www.n-r-c.com/survey/winnetka.htm

If you have any questions about the survey, please contact Megan Pierce at 847-716-3543.

Thank you for your time and participation!

Sincerely,

A handwritten signature in cursive script that reads "E. Gene Greable".

E. Gene Greable
Village President

510 Green Bay Road, Winnetka, Illinois 60093

Village of Winnetka 2014 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Winnetka:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Winnetka as a place to live.....	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
Winnetka as a place to raise children.....	1	2	3	4	5
Winnetka as a place to work.....	1	2	3	4	5
Winnetka as a place to visit.....	1	2	3	4	5
Winnetka as a place to retire.....	1	2	3	4	5
Vibrant commercial areas.....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Variety of options for eating/dining.....	1	2	3	4	5
The overall quality of life in Winnetka.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Winnetka as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Overall feeling of safety in Winnetka.....	1	2	3	4	5
Overall ease of getting to the places you usually have to visit.....	1	2	3	4	5
Quality of overall natural environment in Winnetka.....	1	2	3	4	5
Overall "built environment" of Winnetka (including overall design, functionality, buildings, parks and transportation systems).....	1	2	3	4	5
Overall opportunities for education and enrichment.....	1	2	3	4	5
Variety of special and community events.....	1	2	3	4	5
Overall economic condition.....	1	2	3	4	5
Sense of community.....	1	2	3	4	5
Overall image or reputation of Winnetka.....	1	2	3	4	5

3. What are your reasons for living in Winnetka? (Please select all that apply.)

- Raised here/close to family
- Close to work
- Good schools
- Small town feel
- Close to Chicago
- Natural setting
- Attractive community
- Safe community
- Historic neighborhoods
- Quiet area
- Public amenities
(e.g., parks, library, etc.)
- Quality neighborhoods
- Ease of getting around
- Shopping/dining opportunities
- Sense of community
- Other, please specify: _____

4. Please indicate how much of a source, if at all, you consider each of the following to be for obtaining information about the Village government, services, activities, events and local issues:

	<i>Major source</i>	<i>Minor source</i>	<i>Not a source</i>
Local news outlets (Winnetka Talk, Winnetka Current, TribLocal, etc.).....	1	2	3
Quarterly Village newsletter (<i>Winnetka Report</i>).....	1	2	3
Village e-newsletter (<i>E-Winnetka</i>).....	1	2	3
Village website (www.villageofwinnetka.org).....	1	2	3
Blogs or social media.....	1	2	3
Village Council meetings and other public meetings.....	1	2	3
The local government cable Channel 10.....	1	2	3
Word-of-mouth.....	1	2	3
Phone call to Village Hall or a specific Department.....	1	2	3
Personal visit to Village Hall or a specific Department.....	1	2	3
Talking with Village officials.....	1	2	3

Village of Winnetka 2014 Citizen Survey

5. Please rate the quality of each of the following services provided by the Village of Winnetka:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Fire services.....	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Street repair.....	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal (streets & sidewalks)	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up.....	1	2	3	4	5
Drinking water	1	2	3	4	5
Sanitary sewer services.....	1	2	3	4	5
Storm drainage (flood control)	1	2	3	4	5
Electric service	1	2	3	4	5
Utility billing.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (unkempt properties, sign violations, etc.)	1	2	3	4	5
Economic development	1	2	3	4	5
Public information services.....	1	2	3	4	5
Cable television services	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Village-sponsored special events (such as 4 th of July, Art in the Village, Holiday tree lighting, etc.)	1	2	3	4	5
Overall customer service by Winnetka employees (police, receptionists, planners, etc.).....	1	2	3	4	5

6. The Village of Winnetka provides services in the areas of general government, public safety, public works, community development and more. How would you rate the quality of the services provided by Winnetka overall?

- Excellent
- Good
- Fair
- Poor
- Don't know

7. What one thing, if any, do you feel would improve the services provided in Winnetka?

Village of Winnetka 2014 Citizen Survey

8. As part of the Stormwater Master Plan, the Village will be studying development requirements for new home construction to control stormwater runoff. Please indicate to what extent you would support or oppose adding new home construction development requirements for the purpose of controlling stormwater runoff.

- Strongly support
- Somewhat support
- Somewhat oppose
- Strongly oppose
- Don't know

9. In order to reduce costs, the Village is considering moving the location of garbage collection service from back door to curbside, as is already the case for recycling and yard waste. Standardized garbage containers would be provided. To what extent do you support or oppose this proposal?

- Strongly support
- Somewhat support
- Somewhat oppose
- Strongly oppose
- Don't know

The long-term health and vitality of Winnetka's business districts (Indian Hill, Elm and Hubbard Woods) is a strategic priority of the Village Council. Patterns of living, demographics and trends continue to shape what is desirable and what makes a community most livable. Input from residents can help Winnetka's leaders understand the highest priorities in planning for the future vitality of the Village's business districts.

10. What level of priority, if any, should business district revitalization be for the Village?

- Highest priority
- High priority
- Medium priority
- Low priority
- Not a priority at all
- Don't know

11. Please rate how important, if at all, you think it is for the Winnetka community to prioritize each of the following areas as part of its strategic revitalization of the business districts:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Serve the retail and service needs of local residents	1	2	3	4
Attract visitors to shop in Winnetka	1	2	3	4
Be a more attractive place to own a business	1	2	3	4
Preserve the historical character of existing buildings	1	2	3	4
Pursue redevelopment of vacant or underused commercial sites.....	1	2	3	4
Provide open spaces for public gathering	1	2	3	4
Enhance each districts' sense of identity	1	2	3	4

Village of Winnetka 2014 Citizen Survey

12. Please rate each of the following aspects of Winnetka’s business districts (including Indian Hill District, Elm District and Hubbard Woods District):

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Physical Environment					
Architectural style of buildings	1	2	3	4	5
Sidewalk attractiveness.....	1	2	3	4	5
Lighting attractiveness	1	2	3	4	5
Condition of streets	1	2	3	4	5
Condition of sidewalks.....	1	2	3	4	5
Getting Around					
Ease of parking for retail trips.....	1	2	3	4	5
Ease of parking for commuters	1	2	3	4	5
Parking time restrictions	1	2	3	4	5
Pedestrian-friendly access	1	2	3	4	5
Bicycle-friendly access.....	1	2	3	4	5
Commercial Elements					
Variety of shopping choices.....	1	2	3	4	5
Variety of dining options.....	1	2	3	4	5
Availability of downtown living.....	1	2	3	4	5
Variety of personal services (e.g. salons, spas, fitness studios, etc.)	1	2	3	4	5
Variety of professional services (e.g. real estate, medical, financial/legal, etc.)	1	2	3	4	5

13. Please rate how important, if at all, you think each of the following aspects would be in encouraging you to spend more time in Winnetka’s business districts:

	<i>Very Essential</i>	<i>Somewhat important</i>	<i>Not at all important</i>	
More clothing stores	1	2	3	4
More specialty shops (e.g. home furnishings, art/design, etc.)	1	2	3	4
More fast-casual dining options.....	1	2	3	4
More family-oriented dining options.....	1	2	3	4
More pub/gastro pub dining options	1	2	3	4
More upscale dining options	1	2	3	4
More personal beauty services.....	1	2	3	4
More personal fitness services.....	1	2	3	4
More professional medical services.....	1	2	3	4
More professional other services.....	1	2	3	4
Additional entertainment venues	1	2	3	4
More frequent programming and special events	1	2	3	4
Enhanced public or open spaces.....	1	2	3	4
Other, please specify:	1	2	3	4

14. What do you believe is the one thing the Village could do that would most improve Winnetka’s business districts as a place where you would like to spend more time and money?

Village of Winnetka 2014 Citizen Survey

The US Postal Service leases the post office facility on Chestnut Street from the Village. Use of the site and rental income have declined since the USPS moved its carrier and distribution services outside of Winnetka in 2012. The current lease for the property maintains the post office presence in the community but reserves the right of the Village to move the post office in the event that the site is redeveloped. The Village has begun discussions about the best future long-term use of the 2-acre site.

15. Please indicate to what extent you would support or oppose redeveloping the post office site to incorporate it into the Village's Elm Business District?

- Strongly support Somewhat support Somewhat oppose Strongly oppose Don't know

16. First, please indicate how important to you, if at all, each of the following uses would be if the Village were to pursue redevelopment of the post office site. Then, select which ONE is most important to you for the Village to include.

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>	<i>MOST important</i>
Retail.....	1	2	3	4	<input type="radio"/>
Residential.....	1	2	3	4	<input type="radio"/>
Offices/services.....	1	2	3	4	<input type="radio"/>
Community institution.....	1	2	3	4	<input type="radio"/>
Outdoor spaces for public gathering.....	1	2	3	4	<input type="radio"/>
Other, please specify:	1	2	3	4	<input type="radio"/>

17. Do you have any other comments you'd like to share about living in Winnetka?

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. What is your employment status?

- Working full time for pay
 - Working part time for pay
 - Unemployed, looking for paid work
 - Unemployed, not looking for paid work
 - Homemaker, not employed for pay
 - Fully retired
- } Please answer question D2
- } Please skip to question D3

D2. Do you work inside the boundaries of Winnetka?

- Yes, outside the home
- Yes, from home
- No

D3. How many years have you lived in Winnetka?

- Less than 2 years
- 2-5 years
- 6-10 years
- 11-20 years
- 21-30 years
- More than 30 years

D4. Which best describes the building you live in?

- One family house detached from any other houses
- Building with two or more homes (duplex, townhome, apartment or condominium)
- Other

D5. Is this dwelling...

- Rented
- Owned

D6. Do any children 17 or under live in your household?

- No
- Yes

D7. Are you or any other members of your household aged 65 or older?

- No
- Yes

D8. What is your sex?

- Female
- Male

D9. In which category is your age?

- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65-74 years
- 75 years or older

D10. Do you consider a cell phone or land line your primary telephone number?

- Cell
- Land line
- Both

D11. When the Village conducts future surveys similar to this one, how likely, if at all, would you be to complete the survey using the following formats?

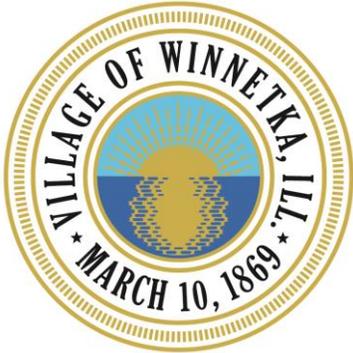
	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Not at all likely</i>	<i>Don't know</i>
Print/mail.....	1	2	3	4
Online	1	2	3	4
Via email.....	1	2	3	4

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502

THE VILLAGE OF WINNETKA
510 Green Bay Road
WINNETKA, ILLINOIS 60093

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**Attachment #2:
NRC 2014 Citizen Survey,
Report of
Benchmark Comparisons**



Village of Winnetka 2014 Citizen Survey

Report of Benchmark Comparisons

December 2014



2955 Valmont Rd., Suite 300 • Boulder, Colorado 80301
t: 303-444-7863 • f: 303-444-1145 • www.n-r-c.com

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Understanding the Benchmark Comparisons

Communities use the comparative information provided by benchmarks to help interpret their own resident survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government or organizational performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up “good” resident evaluations, it is necessary to know how others rate their services to understand if “good” is good enough or if most other communities are “very good.” Furthermore, in the absence of national or peer community comparisons, a community is left with comparing its police protection rating to its street maintenance rating. That comparison is unfair as street maintenance always gets lower ratings than police protection. More illuminating is how residents’ ratings of police service compare to opinions about police service in other communities and to resident ratings over time.

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes, and keeps the crime rate low – still has a problem to fix if the residents in the community rate police services lower than ratings given by residents in other cities with objectively “worse” departments. Benchmark data can help that police department – or any department – to understand how well citizens think it is doing.

While benchmarks help set the basis for evaluation, resident opinion should be used in conjunction with other sources of data about budget, population demographics, personnel and politics to help administrators know how to respond to comparative results.

Comparison Data

NRC has designed a method for quantitatively integrating the results of surveys that we have conducted with those that others have conducted. These integration methods have been described thoroughly in *Public Administration Review*, *Journal of Policy Analysis and Management*, and in NRC’s first book on conducting and using citizen surveys, *Citizen Surveys: How to do them, how to use them, what they mean*, published by the International City/County Management Association (ICMA). Scholars who specialize in the analysis of citizen surveys regularly have relied on NRC’s work.^{1,2} The method described in those publications is refined regularly and statistically tested on a growing number of resident surveys in NRC’s proprietary databases.

Communities in NRC’s benchmark database are distributed geographically across the country and range from small to large in population size. Comparisons may be made to all communities in the database or to a subset (i.e., similar geographical location, population and/or average annual household income), as in this report. Despite the differences in characteristics across communities, all are in the business of providing services to residents. Though individual community circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any community, like SAT scores in any teen household, bring pride and a sense of accomplishment.

¹ Kelly, J. & Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction, *Journal of Urban Affairs*, 24, 271-288.

² Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York Village, *Public Administration Review*, 64, 331-341.

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 communities whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The Village of Winnetka chose to have comparisons made to the entire database as well as to a select set of communities, pre-selected for having similar characteristics to Winnetka.

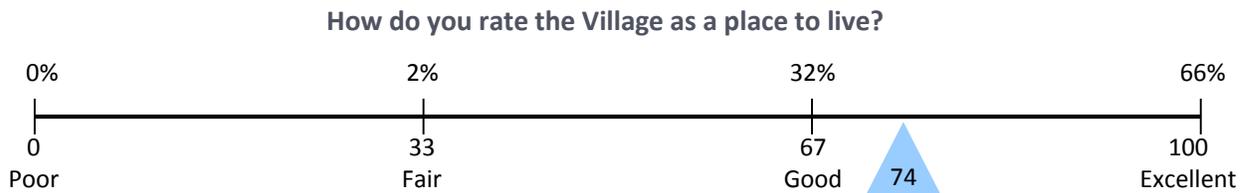
Putting Evaluations onto the 100-point Scale

Although responses to many of the evaluative questions in the survey were made on a four-point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, “excellent”=100, “good”=67, “fair”=33 and “poor”=0. If everyone reported “excellent,” then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor,” the result would be 0 on the 100-point scale. If half the respondents gave a score of “excellent” and half gave a score of “poor,” the average would be in the middle of the scale (like the center post of a teeter totter) between “fair” and “good.” An example of how to convert survey frequencies into an average rating appears below.

Example of converting responses to the 100-point Scale

How do you rate the Village as a place to live?						
Response option	Total with “don’t know”	Step1: Remove the percent of “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	32%	= $32 \div (100-11) =$	36%	100	= $36\% \times 100 =$	36
Good	46%	= $46 \div (100-11) =$	52%	67	= $52\% \times 67 =$	35
Fair	9%	= $9 \div (100-11) =$	10%	33	= $10\% \times 33 =$	3
Poor	2%	= $2 \div (100-11) =$	2%	0	= $2\% \times 0 =$	0
Don’t know	11%		--			
Total	100%		100%			74



Interpreting the Results

Average ratings are compared when similar questions are included in NRC’s database, and there are at least five communities in which the question was asked. Where comparisons are available, three

numbers are provided in the table. The first column is Winnetka’s rating on the 100-point scale. The second column is the rank assigned to Winnetka’s rating among communities where a similar question was asked. The third column is the number of communities that asked a similar question. The fourth column shows the comparison of Winnetka’s rating to the benchmark.

Where comparisons for quality ratings and those related to resident behavior, circumstance or to a local problem were available (e.g., the percent of residents having contacted the Village in the last 12 months), the Village of Winnetka’s results were generally noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much lower” or “much higher”). These labels come from a statistical comparison of Winnetka’s rating to the benchmark where a rating is considered “similar” if it is within a 10 point margin; “higher” or “lower” if the difference between Winnetka’s rating and the benchmark is greater 10 points than but less than 20 points; and “much higher” or “much lower” if the difference between Winnetka’s rating and the benchmark is more than 20 points.

National Benchmark Comparisons

Table 1: Community Characteristics

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Winnetka as a place to live	88	25	327	Above
Your neighborhood as a place to live	88	1	255	Above
Winnetka as a place to raise children	89	11	319	Above
Winnetka as a place to work	55	163	296	Similar
Winnetka as a place to visit	63	32	84	Similar
Winnetka as a place to retire	42	285	303	Below
The overall quality of life in Winnetka	76	105	385	Similar
Overall feeling of safety in Winnetka	92	3	167	Much above
Overall ease of getting to the places you usually have to visit	86	1	77	Much above
Quality of overall natural environment in Winnetka	84	4	231	Above
Overall "built environment" of Winnetka (including overall design, functionality, buildings, parks and transportation systems)	73	1	73	Above
Overall opportunities for education and enrichment	83	4	72	Much above
Overall economic condition	69	17	77	Above
Sense of community	69	35	256	Above
Overall image or reputation of Winnetka	80	21	288	Above

Table 2: Services

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Police services	86	2	363	Above
Crime prevention	83	2	292	Much above
Traffic enforcement	72	4	314	Above
Fire services	91	2	300	Above
Ambulance or emergency medical services	91	1	288	Above
Fire prevention and education	84	1	241	Above
Street repair	58	76	365	Above
Street cleaning	74	8	252	Above
Street lighting	61	68	260	Similar
Snow removal	75	9	247	Above
Sidewalk maintenance	65	14	255	Above
Traffic signal timing	68	1	207	Above
Garbage collection	87	2	291	Above
Recycling	85	2	301	Above
Yard waste pick-up	82	3	220	Above
Drinking water	83	5	279	Much above
Sanitary sewer services	73	30	265	Similar
Storm drainage (flood control)	38	292	300	Below
Electric service	79	2	126	Above
Utility billing	72	8	70	Above
Land use, planning and zoning	54	55	246	Similar
Code enforcement (unkempt properties, sign violations, etc.)	57	66	299	Similar
Economic development	41	172	236	Similar
Public information services	59	122	231	Similar
Cable television	52	85	165	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	65	40	236	Similar
Village-sponsored special events (such as 4th of July, Art in the Village, Holiday tree lighting, etc.)	81	1	84	Much above
Overall customer service by Winnetka employees (police, receptionists, planners, etc.)	76	41	304	Similar

Table 3: Business Districts

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Vibrant commercial areas	31	59	69	Below
Shopping opportunities	32	217	243	Much below

Communities Included in the National Comparisons

The communities included in the national comparisons are listed below, along with the 2010 Census population.

Abilene city, KS.....	6,844	Bloomfield Hills city, MI.....	3,869
Adams County, CO	441,603	Bloomington city, IL.....	76,610
Airway Heights city, WA.....	6,114	Bloomington city, MN	82,893
Albany city, OR.....	50,158	Blue Springs city, MO	52,575
Albemarle County, VA.....	98,970	Boise City city, ID	205,671
Albert Lea city, MN.....	18,016	Boonville city, MO.....	8,319
Algonquin village, IL.....	30,046	Boulder city, CO	97,385
Aliso Viejo city, CA.....	47,823	Boulder County, CO.....	294,567
Altoona city, IA.....	14,541	Bowling Green city, KY.....	58,067
Ames city, IA.....	58,965	Brentwood city, TN.....	37,060
Andover CDP, MA.....	8,762	Bristol city, TN.....	26,702
Ankeny city, IA	45,582	Broken Arrow city, OK.....	98,850
Ann Arbor city, MI	113,934	Brookfield city, WI.....	37,920
Annapolis city, MD.....	38,394	Brookline CDP, MA.....	58,732
Apple Valley town, CA.....	69,135	Brookline town, NH	4,991
Arapahoe County, CO	572,003	Broomfield city, CO	55,889
Arkansas City city, AR.....	366	Brownsburg town, IN.....	21,285
Arlington city, TX	365,438	Bryan city, TX.....	76,201
Arlington County, VA.....	207,627	Burien city, WA	33,313
Arvada city, CO	106,433	Burleson city, TX	36,690
Ashland city, OR.....	20,078	Cabarrus County, NC	178,011
Ashland town, VA.....	7,225	Cambridge city, MA.....	105,162
Aspen city, CO	6,658	Canton city, SD.....	3,057
Auburn city, AL	53,380	Cape Coral city, FL	154,305
Auburn city, WA.....	70,180	Cape Girardeau city, MO	37,941
Aurora city, CO	325,078	Carlisle borough, PA	18,682
Austin city, TX.....	790,390	Carlsbad city, CA.....	105,328
Bainbridge Island city, WA.....	23,025	Cartersville city, GA.....	19,731
Baltimore city, MD.....	620,961	Cary town, NC	135,234
Baltimore County, MD	805,029	Casa Grande city, AZ	48,571
Battle Creek city, MI.....	52,347	Casper city, WY	55,316
Bay City city, MI	34,932	Castine town, ME.....	1,366
Baytown city, TX.....	71,802	Castle Pines North city, CO	10,360
Bedford city, TX.....	46,979	Castle Rock town, CO.....	48,231
Bedford town, MA.....	13,320	Cedar Falls city, IA	39,260
Bellevue city, WA	122,363	Cedar Rapids city, IA	126,326
Bellingham city, WA.....	80,885	Centennial city, CO	100,377
Beltrami County, MN.....	44,442	Centralia city, IL.....	13,032
Benbrook city, TX.....	21,234	Chambersburg borough, PA.....	20,268
Bend city, OR.....	76,639	Chandler city, AZ	236,123
Benicia city, CA.....	26,997	Chanhassen city, MN	22,952
Bettendorf city, IA.....	33,217	Chapel Hill town, NC.....	57,233
Billings city, MT	104,170	Charlotte city, NC	731,424
Blaine city, MN.....	57,186	Charlotte County, FL.....	159,978

Charlottesville city, VA.....	43,475	Elk Grove city, CA.....	153,015
Chesterfield County, VA.....	316,236	Elk River city, MN.....	22,974
Chippewa Falls city, WI.....	13,661	Elko New Market city, MN.....	4,110
Citrus Heights city, CA.....	83,301	Elmhurst city, IL.....	44,121
Clackamas County, OR.....	375,992	Encinitas city, CA.....	59,518
Clayton city, MO.....	15,939	Englewood city, CO.....	30,255
Clearwater city, FL.....	107,685	Erie town, CO.....	18,135
Clive city, IA.....	15,447	Escambia County, FL.....	297,619
Clovis city, CA.....	95,631	Estes Park town, CO.....	5,858
College Park city, MD.....	30,413	Fairview town, TX.....	7,248
College Station city, TX.....	93,857	Farmington Hills city, MI.....	79,740
Colleyville city, TX.....	22,807	Fayetteville city, NC.....	200,564
Collinsville city, IL.....	25,579	Fishers town, IN.....	76,794
Columbia city, MO.....	108,500	Flagstaff city, AZ.....	65,870
Columbus city, WI.....	4,991	Flower Mound town, TX.....	64,669
Commerce City city, CO.....	45,913	Flushing city, MI.....	8,389
Concord city, CA.....	122,067	Forest Grove city, OR.....	21,083
Concord town, MA.....	17,668	Fort Collins city, CO.....	143,986
Conyers city, GA.....	15,195	Fort Smith city, AR.....	86,209
Cookeville city, TN.....	30,435	Fort Worth city, TX.....	741,206
Coon Rapids city, MN.....	61,476	Fountain Hills town, AZ.....	22,489
Cooper City city, FL.....	28,547	Franklin city, TN.....	62,487
Coronado city, CA.....	18,912	Fredericksburg city, VA.....	24,286
Corvallis city, OR.....	54,462	Freeport CDP, ME.....	1,485
Cross Roads town, TX.....	1,563	Freeport city, IL.....	25,638
Crystal Lake city, IL.....	40,743	Fremont city, CA.....	214,089
Dade City city, FL.....	6,437	Friendswood city, TX.....	35,805
Dakota County, MN.....	398,552	Fruita city, CO.....	12,646
Dallas city, OR.....	14,583	Gahanna city, OH.....	33,248
Dallas city, TX.....	1,197,816	Gainesville city, FL.....	124,354
Dardenne Prairie city, MO.....	11,494	Gaithersburg city, MD.....	59,933
Davenport city, IA.....	99,685	Galveston city, TX.....	47,743
Davidson town, NC.....	10,944	Garden City city, KS.....	26,658
Decatur city, GA.....	19,335	Gardner city, KS.....	19,123
Delray Beach city, FL.....	60,522	Geneva city, NY.....	13,261
Denison city, TX.....	22,682	Georgetown city, TX.....	47,400
Denver city, CO.....	600,158	Gilbert town, AZ.....	208,453
Derby city, KS.....	22,158	Gillette city, WY.....	29,087
Des Moines city, IA.....	203,433	Globe city, AZ.....	7,532
Des Peres city, MO.....	8,373	Golden Valley city, MN.....	20,371
Destin city, FL.....	12,305	Goodyear city, AZ.....	65,275
Dewey-Humboldt town, AZ.....	3,894	Grafton village, WI.....	11,459
Dorchester County, MD.....	32,618	Grand Blanc city, MI.....	8,276
Dothan city, AL.....	65,496	Grand Island city, NE.....	48,520
Douglas County, CO.....	285,465	Grass Valley city, CA.....	12,860
Dover city, NH.....	29,987	Greeley city, CO.....	92,889
Dublin city, OH.....	41,751	Green Valley CDP, AZ.....	21,391
Duluth city, MN.....	86,265	Greenwood Village city, CO.....	13,925
Duncanville city, TX.....	38,524	Greer city, SC.....	25,515
Durham city, NC.....	228,330	Guilford County, NC.....	488,406
East Baton Rouge Parish, LA.....	440,171	Gunnison County, CO.....	15,324
East Grand Forks city, MN.....	8,601	Gurnee village, IL.....	31,295
East Lansing city, MI.....	48,579	Hailey city, ID.....	7,960
Eau Claire city, WI.....	65,883	Haines Borough, AK.....	2,508
Eden Prairie city, MN.....	60,797	Hallandale Beach city, FL.....	37,113
Edgerton city, KS.....	1,671	Hamilton city, OH.....	62,477
Edina city, MN.....	47,941	Hampton city, VA.....	137,436
Edmonds city, WA.....	39,709	Hanover County, VA.....	99,863
El Cerrito city, CA.....	23,549	Harrisonburg city, VA.....	48,914
El Dorado County, CA.....	181,058	Harrisonville city, MO.....	10,019
El Paso city, TX.....	649,121	Hayward city, CA.....	144,186

Henderson city, NV.....	257,729	Lee County, FL.....	618,754
Hermiston city, OR.....	16,745	Lee's Summit city, MO.....	91,364
High Point city, NC.....	104,371	Lewis County, NY.....	27,087
Highland Park city, IL.....	29,763	Lewiston city, ME.....	36,592
Highlands Ranch CDP, CO.....	96,713	Lincoln city, NE.....	258,379
Hillsborough town, NC.....	6,087	Lindsborg city, KS.....	3,458
Holden town, MA.....	17,346	Littleton city, CO.....	41,737
Holland city, MI.....	33,051	Livermore city, CA.....	80,968
Honolulu County, HI.....	953,207	Lone Tree city, CO.....	10,218
Hooksett town, NH.....	13,451	Longmont city, CO.....	86,270
Hopkins city, MN.....	17,591	Longview city, TX.....	80,455
Hopkinton town, MA.....	14,925	Los Alamos County, NM.....	17,950
Hoquiam city, WA.....	8,726	Louisville city, CO.....	18,376
Houston city, TX.....	2,099,451	Lynchburg city, VA.....	75,568
Hudson city, OH.....	22,262	Lynnwood city, WA.....	35,836
Hudson town, CO.....	2,356	Madison city, WI.....	233,209
Hudsonville city, MI.....	7,116	Mankato city, MN.....	39,309
Huntersville town, NC.....	46,773	Maple Grove city, MN.....	61,567
Hurst city, TX.....	37,337	Maple Valley city, WA.....	22,684
Hutchinson city, MN.....	14,178	Maricopa County, AZ.....	3,817,117
Hutto city, TX.....	14,698	Marin County, CA.....	252,409
Hyattsville city, MD.....	17,557	Maryland Heights city, MO.....	27,472
Indian Trail town, NC.....	33,518	Matthews town, NC.....	27,198
Indianola city, IA.....	14,782	McAllen city, TX.....	129,877
Iowa City city, IA.....	67,862	McDonough city, GA.....	22,084
Jackson County, MI.....	160,248	McKinney city, TX.....	131,117
James City County, VA.....	67,009	McMinnville city, OR.....	32,187
Jefferson City city, MO.....	43,079	Mecklenburg County, NC.....	919,628
Jefferson County, CO.....	534,543	Medford city, OR.....	74,907
Jefferson County, NY.....	116,229	Menlo Park city, CA.....	32,026
Jerome city, ID.....	10,890	Mercer Island city, WA.....	22,699
Johnson City city, TN.....	63,152	Meridian charter township, MI.....	39,688
Johnson County, KS.....	544,179	Meridian city, ID.....	75,092
Johnston city, IA.....	17,278	Merriam city, KS.....	11,003
Jupiter town, FL.....	55,156	Merrill city, WI.....	9,661
Kalamazoo city, MI.....	74,262	Mesa city, AZ.....	439,041
Kansas City city, KS.....	145,786	Mesa County, CO.....	146,723
Kansas City city, MO.....	459,787	Miami Beach city, FL.....	87,779
Keizer city, OR.....	36,478	Miami city, FL.....	399,457
Kenmore city, WA.....	20,460	Midland city, MI.....	41,863
Kennedale city, TX.....	6,763	Milford city, DE.....	9,559
Kennett Square borough, PA.....	6,072	Milton city, GA.....	32,661
Kirkland city, WA.....	48,787	Minneapolis city, MN.....	382,578
La Mesa city, CA.....	57,065	Mission Viejo city, CA.....	93,305
La Plata town, MD.....	8,753	Modesto city, CA.....	201,165
La Porte city, TX.....	33,800	Monterey city, CA.....	27,810
La Vista city, NE.....	15,758	Montgomery County, MD.....	971,777
Lafayette city, CO.....	24,453	Montgomery County, VA.....	94,392
Laguna Beach city, CA.....	22,723	Montpelier city, VT.....	7,855
Laguna Hills city, CA.....	30,344	Monument town, CO.....	5,530
Laguna Niguel city, CA.....	62,979	Mooreville town, NC.....	32,711
Lake Oswego city, OR.....	36,619	Morristown city, TN.....	29,137
Lake Zurich village, IL.....	19,631	Moscow city, ID.....	23,800
Lakeville city, MN.....	55,954	Mountain Village town, CO.....	1,320
Lakewood city, CO.....	142,980	Mountlake Terrace city, WA.....	19,909
Lane County, OR.....	351,715	Munster town, IN.....	23,603
Larimer County, CO.....	299,630	Muscatine city, IA.....	22,886
Las Cruces city, NM.....	97,618	Naperville city, IL.....	141,853
Las Vegas city, NV.....	583,756	Needham CDP, MA.....	28,886
Lawrence city, KS.....	87,643	New Braunfels city, TX.....	57,740
League City city, TX.....	83,560	New Brighton city, MN.....	21,456

New Hanover County, NC.....	202,667	Portland city, OR.....	583,776
New Orleans city, LA	343,829	Post Falls city, ID	27,574
Newberg city, OR.....	22,068	Prince William County, VA	402,002
Newport Beach city, CA.....	85,186	Prior Lake city, MN.....	22,796
Newport city, RI.....	24,672	Provo city, UT.....	112,488
Newport News city, VA	180,719	Pueblo city, CO.....	106,595
Newton city, IA.....	15,254	Purcellville town, VA.....	7,727
Noblesville city, IN.....	51,969	Queen Creek town, AZ	26,361
Nogales city, AZ.....	20,837	Radford city, VA.....	16,408
Norfolk city, VA.....	242,803	Radnor township, PA	31,531
Norman city, OK.....	110,925	Ramsey city, MN.....	23,668
North Las Vegas city, NV.....	216,961	Rapid City city, SD.....	67,956
Northglenn city, CO.....	35,789	Raymore city, MO.....	19,206
Novato city, CA.....	51,904	Redmond city, WA.....	54,144
Novi city, MI.....	55,224	Rehoboth Beach city, DE.....	1,327
O'Fallon city, IL	28,281	Reno city, NV.....	225,221
O'Fallon city, MO	79,329	Reston CDP, VA	58,404
Oak Park village, IL.....	51,878	Richmond city, CA.....	103,701
Oakland Park city, FL.....	41,363	Richmond Heights city, MO.....	8,603
Oakley city, CA.....	35,432	Rifle city, CO.....	9,172
Ogdensburg city, NY	11,128	River Falls city, WI.....	15,000
Oklahoma City city, OK.....	579,999	Riverdale city, UT.....	8,426
Olathe city, KS.....	125,872	Riverside city, CA	303,871
Old Town city, ME.....	7,840	Riverside city, MO.....	2,937
Olmsted County, MN.....	144,248	Rochester city, MI.....	12,711
Orland Park village, IL	56,767	Rochester Hills city, MI.....	70,995
Oshkosh city, WI.....	66,083	Rock Hill city, SC.....	66,154
Otsego County, MI.....	24,164	Rockford city, IL.....	152,871
Oviedo city, FL.....	33,342	Rockville city, MD	61,209
Paducah city, KY.....	25,024	Rogers city, MN	8,597
Palm Coast city, FL	75,180	Rolla city, MO	19,559
Palm Springs city, CA.....	44,552	Roswell city, GA	88,346
Palo Alto city, CA	64,403	Round Rock city, TX.....	99,887
Panama City city, FL.....	36,484	Royal Oak city, MI	57,236
Papillion city, NE	18,894	Saco city, ME.....	18,482
Park City city, UT.....	7,558	Sahuarita town, AZ.....	25,259
Parker town, CO.....	45,297	Salida city, CO.....	5,236
Parkland city, FL.....	23,962	Salt Lake City city, UT.....	186,440
Pasadena city, CA	137,122	Sammamish city, WA.....	45,780
Pasco city, WA	59,781	San Anselmo town, CA.....	12,336
Pasco County, FL	464,697	San Antonio city, TX.....	1,327,407
Peachtree City city, GA	34,364	San Carlos city, CA	28,406
Pearland city, TX.....	91,252	San Diego city, CA	1,307,402
Peoria city, AZ.....	154,065	San Francisco city, CA	805,235
Peoria city, IL	115,007	San Jose city, CA.....	945,942
Peoria County, IL.....	186,494	San Juan County, NM	130,044
Peters township, PA.....	21,213	San Marcos city, TX.....	44,894
Petoskey city, MI	5,670	San Rafael city, CA	57,713
Pflugerville city, TX.....	46,936	Sandy Springs city, GA.....	93,853
Phoenix city, AZ	1,445,632	Sanford city, FL	53,570
Pinal County, AZ.....	375,770	Sangamon County, IL.....	197,465
Pinehurst village, NC	13,124	Santa Clarita city, CA	176,320
Piqua city, OH.....	20,522	Santa Fe County, NM.....	144,170
Pitkin County, CO	17,148	Santa Monica city, CA.....	89,736
Platte City city, MO	4,691	Sarasota County, FL	379,448
Plymouth city, MN	70,576	Savage city, MN	26,911
Pocatello city, ID.....	54,255	Savannah city, GA.....	136,286
Polk County, IA.....	430,640	Scarborough CDP, ME.....	4,403
Port Huron city, MI.....	30,184	Schaumburg village, IL	74,227
Port Orange city, FL	56,048	Scott County, MN.....	129,928
Port St. Lucie city, FL.....	164,603	Scottsdale city, AZ.....	217,385

Seaside city, CA	33,025	Twin Falls city, ID	44,125
SeaTac city, WA	26,909	Tyler city, TX	96,900
Sevierville city, TN	14,807	Umatilla city, OR	6,906
Sheboygan city, WI	49,288	Upper Arlington city, OH	33,771
Shoreview city, MN	25,043	Urbandale city, IA	39,463
Shorewood city, MN	7,307	Vail town, CO	5,305
Shorewood village, WI	13,162	Vancouver city, WA	161,791
Sioux Falls city, SD	153,888	Ventura CCD, CA	111,889
Skokie village, IL	64,784	Vestavia Hills city, AL	34,033
Snellville city, GA	18,242	Virginia Beach city, VA	437,994
South Kingstown town, RI	30,639	Wake Forest town, NC	30,117
South Lake Tahoe city, CA	21,403	Walnut Creek city, CA	64,173
South Portland city, ME	25,002	Washington County, MN	238,136
Southborough town, MA	9,767	Washoe County, NV	421,407
Southlake city, TX	26,575	Watauga city, TX	23,497
Sparks city, NV	90,264	Wauwatosa city, WI	46,396
Spokane Valley city, WA	89,755	Waverly city, IA	9,874
Spring Hill city, KS	5,437	Weddington town, NC	9,459
Springboro city, OH	17,409	Wentzville city, MO	29,070
Springfield city, MO	159,498	West Carrollton city, OH	13,143
Springfield city, OR	59,403	West Chester borough, PA	18,461
Springville city, UT	29,466	West Des Moines city, IA	56,609
St. Charles city, IL	32,974	West Richland city, WA	11,811
St. Cloud city, FL	35,183	Westerville city, OH	36,120
St. Cloud city, MN	65,842	Westlake town, TX	992
St. Joseph city, MO	76,780	Westminster city, CO	106,114
St. Louis County, MN	200,226	Weston town, MA	11,261
St. Louis Park city, MN	45,250	Wheat Ridge city, CO	30,166
Stallings town, NC	13,831	White House city, TN	10,255
State College borough, PA	42,034	Whitewater township, MI	2,597
Sterling Heights city, MI	129,699	Wichita city, KS	382,368
Sugar Grove village, IL	8,997	Williamsburg city, VA	14,068
Sugar Land city, TX	78,817	Wilmington city, NC	106,476
Summit city, NJ	21,457	Wilsonville city, OR	19,509
Summit County, UT	36,324	Winchester city, VA	26,203
Sunnyvale city, CA	140,081	Windsor town, CO	18,644
Surprise city, AZ	117,517	Windsor town, CT	29,044
Suwanee city, GA	15,355	Winnetka village, IL	12,187
Tacoma city, WA	198,397	Winston-Salem city, NC	229,617
Takoma Park city, MD	16,715	Winter Garden city, FL	34,568
Tamarac city, FL	60,427	Woodland city, CA	55,468
Temecula city, CA	100,097	Woodland city, WA	5,509
Temple city, TX	66,102	Wrentham town, MA	10,955
The Woodlands CDP, TX	93,847	Wyandotte city, MI	25,883
Thornton city, CO	118,772	Yakima city, WA	91,067
Thousand Oaks city, CA	126,683	York County, VA	65,464
Tualatin city, OR	26,054	Yuma city, AZ	93,064
Tulsa city, OK	391,906		

Benchmark Comparisons for Select Communities

Table 4: Community Characteristics

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Winnetka as a place to live	88	7	23	Similar
Your neighborhood as a place to live	88	1	19	Similar
Winnetka as a place to raise children	89	4	22	Similar
Winnetka as a place to work	55	16	19	Similar
Winnetka as a place to visit	63	3	7	Similar
Winnetka as a place to retire	42	21	22	Below
The overall quality of life in Winnetka	76	16	23	Similar
Overall feeling of safety in Winnetka	92	2	9	Similar
Overall ease of getting to the places you usually have to visit	86	1	7	Above
Quality of overall natural environment in Winnetka	84	3	19	Similar
Overall "built environment" of Winnetka (including overall design, functionality, buildings, parks and transportation systems)	73	1	7	Above
Overall opportunities for education and enrichment	83	2	7	Similar
Overall economic condition	69	6	7	Similar
Sense of community	69	8	20	Similar
Overall image or reputation of Winnetka	80	7	21	Similar

Table 5: Services

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Police services	86	2	24	Similar
Crime prevention	83	2	19	Above
Traffic enforcement	72	2	22	Similar
Fire services	91	2	23	Similar
Ambulance or emergency medical services	91	1	19	Similar
Fire prevention and education	84	1	19	Similar
Street repair	58	9	25	Similar
Street cleaning	74	2	19	Above
Street lighting	61	9	19	Similar
Snow removal	75	2	22	Above
Sidewalk maintenance	65	4	20	Similar
Traffic signal timing	68	1	17	Above

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Garbage collection	87	1	20	Above
Recycling	85	1	18	Above
Yard waste pick-up	82	1	17	Above
Drinking water	83	2	17	Above
Sanitary sewer services	73	5	18	Similar
Storm drainage (flood control)	38	20	20	Much below
Electric service	79	1	14	Above
Utility billing	72	4	7	Similar
Land use, planning and zoning	54	10	19	Similar
Code enforcement (unkempt properties, sign violations, etc.)	57	10	19	Similar
Economic development	41	14	16	Below
Public information services	59	15	18	Similar
Cable television	52	15	18	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	65	8	17	Similar
Village-sponsored special events (such as 4th of July, Art in the Village, Holiday tree lighting, etc.)	81	1	7	Above
Overall customer service by Winnetka employees (police, receptionists, planners, etc.)	76	8	20	Similar

Table 6: Business Districts

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Vibrant commercial areas	31	7	7	Below
Shopping opportunities	32	14	17	Much below

Communities Included in the Select Comparison Communities

The communities included in the national comparisons are listed below, along with the 2010 Census population.

Bedford town, MA.....	13,320	Clive city, IA	15,447
Bloomfield Hills city, MI.....	3,869	Concord town, MA.....	17,668
Brentwood city, TN.....	37,060	Crystal Lake city, IL.....	40,743
Castle Pines North city, CO.....	10,360	Dublin city, OH	41,751
Chanhassen city, MN	22,952	Elmhurst city, IL	44,121

Erie town, CO	18,135	Parkland city, FL.....	23,962
Friendswood city, TX	35,805	Purcellville town, VA.....	7,727
Highland Park city, IL.....	29,763	Shorewood city, MN.....	7,307
Hopkinton town, MA	14,925	Skokie village, IL.....	64,784
Hudson city, OH	22,262	Southborough town, MA.....	9,767
Mercer Island city, WA	22,699	St. Charles city, IL.....	32,974
Milton city, GA	32,661	Summit city, NJ	21,457
Naperville city, IL.....	141,853	Weddington town, NC.....	9,459
Oak Park village, IL.....	51,878	Weston town, MA.....	11,261
Palo Alto city, CA	64,403	Winnetka village, IL	12,187

**Attachment #3:
NRC Qualifications and Proposal,
dated June 20, 2014**



Megan Pierce
Assistant to the Village Manager
Village of Winnetka
510 Green Bay Road
Winnetka, IL 60093

June 20, 2014

Dear Ms. Pierce,

On behalf of National Research Center, Inc. (NRC), I am pleased to submit this proposal to the Village of Winnetka to develop and implement the Village's first Community Wide Survey. NRC has conducted citizen surveys for numerous communities across the nation for the past two decades. Our understanding of a community's use of these survey data and the many successful prior surveys that we have conducted position us well to provide you with the highest quality services for Winnetka.

NRC is proud to be among the few nationally-recognized survey consultancies with staff that can assure the strongest, most useful survey methods and results that feed easily into strategic plans and performance tracking. We have partnered successfully with many communities to conduct the kind of project you seek and are proud to include among our long-term clients Denver, CO; Honolulu, HI; Palo Alto, CA; Palm Coast, FL; Boulder, CO; Highland Park, IL; Rockville, MD; Oak Park, IL and many more. We expect to collaborate closely with Village staff on all steps of the process, from structuring the methodology and determining the proper content of the survey to finalizing the report and presenting results.

Our team offers a depth of experience unparalleled by any competitor; NRC staff assigned to this project have provided in-depth consultation to local government leaders across years of experience and hundreds of jurisdictions. NRC's strong reputation, attention to methods and experience with survey results as performance metrics in local government will serve you well.

Please feel free to contact me or Shannon Hayden (Shannon@n-r-c.com) with any questions you may have. We look forward to speaking with you about this important project.

Kindest regards,

A handwritten signature in black ink, appearing to read "Thomas I Miller". The signature is fluid and cursive, written over a light blue horizontal line.

Thomas I Miller, PhD
President

tom@n-r-c.com



Village of Winnetka

Community Wide Survey

June 20, 2014

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Proposal Overview

Credible citizen surveys are essential for accurately gathering resident perspectives about service satisfaction and current issues faced by the community. National Research Center, Inc. (NRC) is proud to be among the few nationally-recognized survey consultancies with staff that can assure the strongest survey methods and most useful results that feed easily into strategic plans and performance tracking. We offer our 20-plus years of leadership in the field of citizen surveys for local governments as evidence of our ability to perform the requested services and more. NRC has conducted citizen and quality of life surveys for over 1,000 communities in the U.S., including many of your neighbors in the Chicago area – including Highland Park, Sugar Grove, Shorewood, and many others. We have provided an extensive list of recent experience and references from a range of our multi-year clients. You will see that our clients range in size from small towns to major cities, attesting to our ability to adapt our work to a wide range of client needs. NRC’s strong reputation, attention to methods and experience with survey results as performance metrics in local government will serve the Village of Winnetka well.

Winnetka’s survey will focus on resident satisfaction with core services, as well as current issues such as the Stormwater Management Program and revitalization of the business district. Survey results will aid Village staff and elected officials in improving transparency and accountability of the Village in the eyes of the public. NRC will work collaboratively with Village staff and others to determine the survey methods and questions and ensure that they contribute to the validity of the results. We will manage all aspects of survey formatting, printing, mailing preparation and delivery as well as data collection, analysis and reporting. NRC will utilize current best practices to carry out Winnetka’s community wide survey including using a mail-based approach with online option, address-based sampling, multiple contacts, and reporting of weighted results. The results will be tabulated and compiled into summary and comprehensive reports as fits the needs of staff. We have proposed a timeline that would allow completion of the work in time to provide an in-person presentation of results of the Community Wide Survey to Council in November.

About National Research Center, Inc.

NRC is the leader in citizen survey research.

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

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

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

NRC is a pioneer in the citizen survey industry.

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



The National Citizen Survey™ (The NCS™) gathers resident opinion and results are used to improve service delivery, strengthen communications with community stakeholders and identify priorities for strategic planning and budget setting.



The National Employee Survey™ (The NES™) is a customizable, turn-key survey for local governments and other organizations to assess the work climate of their employees.



The National Business Survey™ (The NBS™) is used by local governments to understand the preferences and needs of the local business community.



The Community Assessment of Older Adults™ (CASOA™) is a strategic planning and evaluation tool used to develop older adult service plans, evaluate service provision, influence key stakeholders, empower community members and monitor success.

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

- ◆ Our reporting and up-to-date tools and analyses provide clients with the most useful information to implement new policies or programs or modify existing ones.
- ◆ We have an in-depth understanding of the time and logistical requirements for all steps involved in the survey process. We are knowledgeable about the obstacles that can throw a project off course, and we have encountered and solved many problems over the years.
- ◆ When we commit to a study timeline and costs we meet the established goals.
- ◆ We help keep our projects on budget and on time by detailing our survey methods and assumptions in the proposal, working closely with the client throughout the process, and discussing up-front the potential financial or time impact of a methodological change.
- ◆ Many of our surveys have been used extensively in performance measurement, council goal setting and strategic planning.

Our people make the difference.

- ◆ NRC has the in-house capability and expertise to meet all survey project development, analysis and reporting needs. We assign dedicated project staff and take advantage of an expanded staff network to support all projects with collaborative ideas to enhance productivity and ensure the best process and product for our clients.
- ◆ NRC is a team of professionals working in the areas of research and evaluation. Most of our senior staff members have PhDs or Masters' degrees in areas of economics, public health or educational assessment with emphasis on quantitative methods and measures of effectiveness.
- ◆ NRC staff understand that planning for the best deliverable will begin with close collaboration with Village staff and elected officials.
- ◆ At the outset of our work, we will talk with you to clarify the purposes of the project, identify the key contacts and stakeholders and learn the personal, political and geographic contingencies that will influence the work. Throughout any project, we check in to test our direction, work on solving problems and plan for the final product. Collaboration vastly improves our work and will help ensure that the Village gets what is most helpful to its mission.

- ◆ Beyond academic training, our staff members have significant experience conducting research outside of academia, providing a competence and grounding in the real world of survey research and program evaluation. We not only are strong methodologists, we have a strong appreciation of the mission of local government staff whose first allegiance is to their constituents, not measurement. *The Project Team* section (page 12) contains select resumes of NRC staff.

Citizen Survey Experience and References

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

Long term clients and references

City and County of Denver, Colorado	
2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013	
<p>The National Citizen Survey™</p> <hr/> <p>Contact:</p> <p>Rory Regan Associate Financial Management Analyst 720-913-5544 Rory.Regan@denvergov.org</p>	<p><i>The 2013 survey was the 12th iteration of the survey.</i></p> <ul style="list-style-type: none"> ◆ <i>Mailed to 3,000 randomly selected households</i> ◆ <i>Spanish language online participation option</i> ◆ <i>649 completed surveys (±3.8% margin of error)</i> ◆ <i>Results were:</i> <ul style="list-style-type: none"> ◆ <i>Weighted to reflect the demographic profile of all residents</i> ◆ <i>Crosstabulated by geographic area</i> ◆ <i>Crosstabulated by demographic variables (annual household income, race, age and sex)</i> ◆ <i>Compared to previous survey administrations</i> ◆ <i>Compared to the National benchmark</i> ◆ <i>Compared to benchmark for communities with a population of 300,000 or greater</i>
<p>http://www.denvergov.org/Portals/9/documents/CitizenSurvey/NCS_Denver_Survey.pdf</p>	

City of Palm Coast, Florida

2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013

The National Citizen Survey™

Contact:

Denise Bevan
Senior Environmental Planner
386-986-2458
dbevan@palmcoastgov.com

The 2013 survey was the 12th iteration of the survey.

- ◆ Mailed to 1,200 randomly selected households
- ◆ 379 completed surveys ($\pm 5\%$ margin of error)
- ◆ Results were weighted to reflect the demographic profile of all residents and compared to the national benchmark.

<https://www.palmcoastgov.com/about/citizen-survey>

City of Palo Alto, California

2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014

The National Citizen Survey™

Contact:

Deniz Tunc
Administrative Assistant
650-329-2476
Deniz.Tunc@cityofpaloalto.org

The 2013 survey was the 12th iteration of the survey.

- ◆ Mailed to 1,200 randomly selected households
- ◆ 337 completed surveys ($\pm 5\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Crosstabulated by geographic area
 - ◆ Compared to the national benchmark

<http://www.cityofpaloalto.org/civicax/filebank/documents/38310>

City of Westminster, Colorado

1992, 1994, 1996, 1998, 2000, 2002, 2004, 2006, 2008, 2010, 2012, 2014

Custom citizen survey

Contact:

Ben Goldstein
Management Analyst
303-658-2007
bgoldstein@cityofwestminster.us

The 2014 survey was the 12th iteration of the survey.

- ◆ Mailed to 3,000 randomly selected households
- ◆ 847 completed surveys ($\pm 3\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Crosstabulated by geographic area (school districts)
 - ◆ Crosstabulated by demographic variables
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark
 - ◆ Presentations made to City Council and department heads

Report was organized around the City's Strategic Plan goals and objectives.

<http://www.ci.westminster.co.us/CityGovernment/CityManager/CitizenSurvey.aspx>

City of Arvada, Colorado

1997, 1999, 2001, 2003, 2005, 2007, 2009, 2011, 2013

Custom citizen survey

Contact:
Mark G. Deven
City Manager
720-898-7510
mdeven@arvada.org

The 2014 survey was the 9th iteration of the survey.

- ◆ *Mailed to 2,400 randomly selected households*
- ◆ *Spanish language online participation option*
- ◆ *787 completed surveys ($\pm 3\%$ margin of error)*
- ◆ *Results were:*
 - ◆ *Weighted to reflect the demographic profile of all residents*
 - ◆ *Crosstabulated by geographic area*
 - ◆ *Crosstabulated by demographic variables*
 - ◆ *Compared to previous survey administrations*
 - ◆ *Compared to the national benchmark*
 - ◆ *Presentations made to City staff and City Council*

Results were used to measure the outcomes and goals of the strategic plans and feed into the integrated performance management system (Focus Arvada).

http://static.arvada.org/docs/Arvada_Citizen_Survey_Report_FINAL-1-201401151032.pdf

Town of Parker, CO

1999, 2001, 2003, 2005, 2007, 2009, 2013

Custom citizen survey

Contact:
Elise Penington
Community Affairs Director
303-805-3113
epenington@parkeronline.org

The 2009 survey was the 6th iteration of the survey.

- ◆ *Mailed to 3,000 randomly selected households*
- ◆ *1,221 completed surveys ($\pm 3\%$ margin of error)*
- ◆ *Results were:*
 - ◆ *Weighted to reflect the demographic profile of all residents*
 - ◆ *Compared to the national benchmark*
 - ◆ *Compared to previous survey administrations*
 - ◆ *Presentation made to Town Council*

<http://www.parkeronline.org/citizensurvey>

City and County of Honolulu, Hawaii

2010, 2011, 2012, 2013

The National Citizen Survey™

Contact:
Susan Hall
Audit Manager
808-768-3132
shall@honolulu.gov

The 2013 survey was the 4th iteration of the survey.

- ◆ Mailed to 1,200 randomly selected households
- ◆ Online participation option
- ◆ 352 completed surveys ($\pm 5\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark
 - ◆ Compared to benchmark for communities with a population of 300,000 or greater

http://www.honolulu.gov/rep/site/oca/oca_docs/FY2013_NCS_Report-FINAL.pdf

City of Fort Collins, Colorado

2008, 2010, 2012, 2013

Custom citizen survey

Contact:
Kelly DiMartino
Communications & Public
Involvement Director
970-416-2028
kdimartino@fcgov.com

The 2013 survey the 4th iteration of the survey with NRC

- ◆ Mailed to 1,800 randomly selected households and 200 Colorado State University (CSU) dormitory students
- ◆ Spanish language online participation option
- ◆ 535 completed surveys ($\pm 4\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Crosstabulated by geographic area
 - ◆ Crosstabulated by demographic variables
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark
 - ◆ Compared to benchmark for Colorado Front Range communities
 - ◆ Presentation made to City Council

Fort Collins conducted citizen surveys in 2001, 2003 and 2006 before contracting with NRC to conduct their survey in 2008. Our expertise enabled us to seamlessly integrate the results compiled by a previous vendor with the results garnered by NRC and convey actionable results to City staff.

Report was organized around the City's Budgeting for Outcomes (BFO) process.

<http://www.fcgov.com/citizensurvey/pdf/Fort-Collins-2010-Report-FINAL-07-14-2010-2.pdf>

City of Rockville, Maryland

2005, 2007, 2008, 2010, 2012

Custom citizen survey

Contact:

Louise Atkins
Council Support Specialist
240-314-8106
latkins@rockvillemd.gov

The 2012 survey was the 5th iteration of the survey.

- ◆ Mailed to 2,000 randomly selected households
- ◆ 682 completed surveys ($\pm 4\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark
 - ◆ Crosstabulated by geographic area
 - ◆ Crosstabulated by demographic variables

<http://www.rockvillemd.gov/index.aspx?NID=1076>

City of Highland Park, Illinois

2003, 2005, 2008, 2012

The National Citizen Survey™

Contact:

Emily Palm
Assistant to the City
Manager
847-926-1004
epalm@cityhpil.com

The 2012 survey was the 4th iteration of the survey.

- ◆ Mailed to 1,200 randomly selected households
- ◆ 477 completed surveys ($\pm 4\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark

http://www.cityhpil.com/documents/18/City%20of%20Highland%20Park-Report%20of%20Results%20FINAL%202012_201210161129480501.pdf

City of Boulder, Colorado

2001, 2007, 2010, 2011, 2014

Custom citizen survey

Contact:

Jean Hagen Gatzaj, AICP
Community Planning &
Sustainability
303-441-4907
gatzaj@bouldercolorado.gov

The 2014 survey was the 5th iteration of the survey.

- ◆ Mailed to 3,017 randomly selected households
- ◆ 785 completed surveys ($\pm 5\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark
 - ◆ Crosstabulated by geographic area
 - ◆ Crosstabulated by demographic variables

<https://bouldercolorado.gov/city-manager/2011-community-survey-results>

Town of Flower Mound, Texas

2009, 2011, 2014

The National Citizen Survey™

Contact:

Tommy Dalton
Director of Strategic Services
972-874-6079
tommy.dalton@flower-mound.com

The 2014 survey was the 3rd iteration.

- ◆ Mailed to 1,200 randomly selected households
- ◆ 417 completed surveys ($\pm 5\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark

<http://www.flower-mound.com/DocumentCenter/Home/View/34>

Town of Needham, Massachusetts

2008, 2010, 2012, 2014

The National Citizen Survey™

Contact:

Paul Buckley
Fire Chief
781-455-7580
pbuckley@town.needham.ma.us

The 2012 survey was the 3rd iteration of the survey.

- ◆ Mailed to 1,200 randomly selected households
- ◆ 546 completed surveys ($\pm 4\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Compared to previous survey administrations
 - ◆ Compared to the national benchmark

<http://www.needhamma.gov/DocumentCenter/Home/View/4322>

Town of Weston, MA

2013

The National Citizen Survey™

Contact:

Donna VanderClock
Town Manager
781-786-5020
VanderClock.D@westonmass.org

The 2013 survey was the 1st iteration.

- ◆ Mailed to 1,100 randomly selected households
- ◆ 404 completed surveys ($\pm 5\%$ margin of error)
- ◆ Results were:
 - ◆ Weighted to reflect the demographic profile of all residents
 - ◆ Compared to the national benchmark

City of Chanhassen, Minnesota

2005, 2007, 2010, 2013

The National Citizen Survey™

Contact:
Laurie Hokkanen
Assistant City Manager
952-227-1118
lhokkanen@ci.chanhassen.mn.us

The 2013 survey was the 4th iteration of the survey.

- ◆ *Mailed to 1,200 randomly selected households*
- ◆ *Online participation option*
- ◆ *461 completed surveys (±4% margin of error)*
- ◆ *Results were:*
 - ◆ *Weighted to reflect the demographic profile of all residents*
 - ◆ *Compared to previous survey administrations*
 - ◆ *Compared to the national benchmark*

<http://www.ci.chanhassen.mn.us/index.aspx?nid=92>

City of Lynchburg, Virginia

2004, 2006, 2008, 2013

The National Citizen Survey™

Contact:
JoAnn Brown-Martin
Communications and
Marketing
434-455-3801
joann.martin@lynchburgva.gov

The 2013 survey was the 4th iteration of the survey.

- ◆ *Mailed to 1,200 randomly selected households*
- ◆ *Online participation option*
- ◆ *391 completed surveys (±5% margin of error)*
- ◆ *Results were:*
 - ◆ *Weighted to reflect the demographic profile of all residents*
 - ◆ *Compared to previous survey administrations*
 - ◆ *Crosstabulated by geographic area*
 - ◆ *Crosstabulated by demographic variables*
 - ◆ *Compared to the national benchmark*
 - ◆ *Compared to benchmark for communities with a population of 50,000 to 100,000*
 - ◆ *Presentation made to City Council*

<http://www.lynchburgva.gov/news/citizen-survey-results>

City of Gaithersburg, Maryland

2007, 2009, 2011, 2013

The National Citizen Survey™

Contact:

Britta Monaco

Director, Department of

Community & Public Relations

301-258-6310

BMonaco@gaitthersburgmd.gov

The 2013 survey was the 4th iteration of the survey.

- ◆ *Mailed to 1,200 randomly selected households*
- ◆ *Spanish and English language online participation options*
- ◆ *186 completed surveys (±7% margin of error)*
- ◆ *Results were:*
 - ◆ *Weighted to reflect the demographic profile of all residents*
 - ◆ *Compared to previous survey administrations*
 - ◆ *Compared to the national benchmark*

<http://www.gaithersburgmd.gov/~media/city/documents/government/city%20manager/biennial%20citizen%20survey%202013.pdf>

Complete list of recent survey clients (2012-2014)

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

Custom Citizen Surveys

- Arapahoe County Citizen Survey 2014
- Eden Prairie Citizen Survey 2014
- Gilbert, AZ Resident Survey 2014
- Oak Hill, TN Resident Survey 2014
- Rock Hill, SC Focus Groups 2014
- Rock Hill, SC Strategic Planning Workshop 2014-15
- Rockville, MD Citizen Survey 2014
- Westminster, CO Citizen Survey 2014
- Wheat Ridge, CO Citizen Survey 2014
- WILMAPCO Public Opinion Survey 2014
- Arvada, CO Citizen Survey 2013
- Aspen, CO Citizen Survey 2013
- Aurora Citizen Public Opinion Survey 2013
- Boulder Community Survey 2014
- Flagstaff, AZ Citizen Survey 2013
- Fort Collins, CO Citizen Survey 2013
- Greeley, CO Resident and Non-resident Surveys 2013
- Maple Grove, MN Resident Survey 2013
- Takoma Park, MD Citizen Survey 2014
- WILMAPCO Public Opinion Survey 2013
- Adams County Quality of Life Survey 2012
- Aspen, CO 2012 Citizen Survey
- Broomfield, CO Citizen Survey 2012
- Castle Pines, CO Citizen Survey 2012
- City of Blaine, MN Resident Survey 2012
- City of SeaTac, WA 2012 Resident Survey

- Fort Collins, CO Citizen Survey 2012
- Highlands Ranch Community Association (HRCA) Community Survey 2012
- Lakewood Citizen Survey 2012
- Lone Tree, CO Resident Survey 2012
- Longmont, CO Customer Satisfaction Survey 2012
- Louisville, CO Citizen Survey 2012
- Minneapolis, MN Resident Survey 2012
- Dakota County, MN Citizen Survey 2012
- Olmsted County, MN Citizen Survey 2012
- Scott County, MN Citizen Survey 2012
- St. Louis County, MN. Citizen Survey 2012
- Washington County, MN Citizen Survey 2012
- New Brighton, MN Resident Survey 2013
- Parker, CO Citizen Survey 2013
- Pinal County Customer Satisfaction Survey 2013
- Reston Association, VA Community Survey 2012
- Rockville, MD Citizen Survey 2012-2013
- Westminster, CO Citizen Survey 2012
- Wheat Ridge, CO Citizen Survey 2012
- WILMAPCO Public Opinion Survey 2012

The National Citizen Survey™

- Bedford, MA 2014
- Bettendorf, IA 2014
- Bloomington, MN 2014
- Bowling Green, KY 2014
- Canton, SD 2014

- Clearwater, FL 2014
- Duluth, MN 2014
- Englewood, CO 2014
- Estes Park, CO 2014
- Flower Mound, TX 2014
- Galveston, TX 2014
- Johnson City, TN 2014
- Lindsborg, KS 2014
- Lynnwood, WA 2014
- Milton, GA 2014
- Needham, MA 2014
- Newton, IA 2014
- Palo Alto, CA 2014
- Pasco County, FL 2014
- Polk County, IA 2014
- Ramsey, MN 2014
- Rock Hill, SC 2014
- **Schaumburg, IL 2014**
- **Shorewood, IL 2014**
- State College, PA 2014
- Tacoma, WA 2014
- Williamsburg, VA 2014
- Wilsonville, OR 2014
- Yakima, WA 2014
- Airway Heights, WA 2013
- Albemarle County, VA 2013
- Ankeny, IA 2013
- Ann Arbor, MI 2013
- Bainbridge Island, WA 2013
- Bloomington, MN 2013
- Broken Arrow, OK 2013
- Brookline, MA 2013
- Brownsburg, IN 2013
- Cape Coral, FL 2013
- Cartersville, GA 2013
- Chanhassen, MN 2013
- Charlotte, NC 2013
- Clive, IA 2013
- Clovis, CA 2013
- Coronado, CA 2013
- Davidson, NC 2013
- Decatur, GA 2013
- Denison, TX 2013
- Denver, CO 2013
- Dover, NH 2013
- Duluth, MN 2013
- Elk Grove, CA 2013
- Erie, CO 2013
- Gaithersburg, MD 2013
- Galveston, TX 2013
- Gilbert, AZ 2013
- Goodyear, AZ 2013
- Gunnison County, CO 2013
- Harrisonburg, VA 2013
- Honolulu, HI 2013
- Hooksett, NH 2013
- Hopkinton, MA 2013
- Iowa City, IA 2013
- Jackson County, MI 2013
- Jupiter, FL 2013
- Kenmore, WA 2013
- Lakeville, MN 2013
- McAllen, TX 2013
- Miami, FL 2013
- Morristown, TN 2013
- Mountlake Terrace, WA 2013
- Noblesville, IN 2013
- Norfolk, VA 2013
- Novato, CA 2013
- **Oak Park, IL 2013**
- **Orland Park, IL 2013**
- Palm Coast, FL 2013
- Palo Alto, CA 2013
- Park City, UT 2013
- Pasco County, FL 2013
- Pasco, WA 2013
- **Peoria, IL 2013**
- Richmond, CA 2013
- River Falls, WI 2013
- San Jose, CA 2013
- Santa Fe County, NM 2013
- Scottsdale, AZ 2013
- South Lake Tahoe, CA 2013
- **St. Charles, IL 2013**
- **Sugar Grove, IL 2013**
- Sunnyvale, CA 2013
- Temple, TX 2013
- Twin Falls, ID 2013
- Urbandale, IA 2013
- Weston, MA 2013
- Windsor, CO 2013
- Winter Garden, FL 2013
- Yakima, WA 2013
- Albert Lea, MN 2012
- Ashland, OR 2012
- Benbrook, TX 2012
- Bettendorf, IA 2012
- Bloomington, MN 2012
- Bowling Green, KY 2012
- Bristol, TN 2012

- Burleson, TX 2012
- Charlotte County, FL 2012
- Charlottesville, VA 2012
- Clive, IA 2012
- Davidson, NC 2012
- Delray Beach, FL 2012
- Denver, CO 2012
- Destin, FL 2012
- Dublin, OH 2012
- Dubuque, IA 2012
- El Cerrito, CA 2012
- Fishers, IN 2012
- Fort Smith, AR 2012
- Henderson, NV 2012
- **Highland Park, IL 2012**
- Honolulu, HI 2012
- Hudson, OH 2012
- Johnson City, TN 2012
- Kennett Square, PA 2012
- La Plata, MD 2012
- La Vista, NE 2012
- Lafayette, CO 2012
- Lane County, OR 2012
- Las Cruces, NM 2012
- Lynchburg, VA 2012
- Menlo Park, CA 2012
- Meridian Township, MI 2012
- Milton, GA 2012
- Monterey, CA 2012
- Mooresville, NC 2012
- Morristown, TN 2012
- Needham, MA 2012
- New Braunfels, TX 2012
- Norfolk, VA 2012
- Novi, MI 2012
- Paducah, KY 2013
- Palm Coast, FL 2012
- Palo Alto, CA 2012
- Papillion, NE 2012
- Peoria, AZ 2012
- Sahuarita, AZ 2012
- San Jose, CA 2012
- San Juan County, NM 2012
- Sevierville, TN 2012
- Sioux Falls, SD 2012
- **Skokie, IL 2012**
- State College, PA 2012
- Surprise, AZ 2012
- Suwanee, GA 2012
- Tualatin, OR 2012

- Wauwatosa, WI 2012
- West Chester, PA 2012
- White House, TN 2012
- Wichita, KS 2012
- Williamsburg, VA 2012
- Wilsonville, OR 2012
- Yakima, WA 2012

Business Surveys

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

The National Employee Survey™

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

Older Adult Surveys

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

Parks and Recreation Surveys

- City of Boulder Valmont Park Survey 2013
- Clearwater, FL Parks and Recreation Survey 2013

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

Proposed Approach

Collaborating with the Village of Winnetka

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

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

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

Two possible approaches

NRC offers surveys using various survey modes, including mail, phone and online. In response to scope of services proposed by the Village of Winnetka, NRC proposes offering survey administered primarily by mail with an online response option. With the scope of work under consideration by the Village and the spectrum of services that NRC offers, we feel the project could take one of two different approaches: our turn-key citizen survey product, The NCS, or a custom survey. Each approach has different advantages. Both offer a mail-based method of obtaining a scientific survey of citizen opinion in Winnetka and options for sample size, benchmark comparisons, subgroup comparisons (demographic and geographic), multiple languages and in-person presentations.

The NCS has the advantage of being a cost-efficient, scientific tool for measuring citizen engagement and opinion and has been the survey tool of choice for more than 300 communities across the country. The NCS is the only survey tool offered in partnership with ICMA and NLC.

The NCS starts from a standard base of questions that ask respondents about the quality of local government services, but the overall focus is on community livability, so other questions relate to the characteristics of the community that contribute to quality of life, as well as residents' experiences with and engagement in community life. The level of standardization of the product makes it possible to provide benchmark comparisons for each standard item. About three-quarters of a page is available for questions that are fully specific to the needs of Winnetka. This space could be used to address the Village's investigation into the Stormwater Management Program and business district revitalization, or any other current issue.

Reporting for The NCS is standardized and layered to offer varying levels of detail for different audiences. The NCS also offers many options for modifying the Basic Service in terms of sample size, including open-ended questions, reporting of subgroup comparisons, creating custom benchmark comparisons and offering materials in languages other than English, among others.

A product that we offer that would complement The NCS and address the current issue of revitalizing Winnetka's business district is The National Business Survey™. Local governments use The National Business Survey to understand the preferences and needs of the local business community. The survey assesses local business owners' or managers' perspectives about the economic environment of a community or district.

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

The following sections outline the overall methods in greater detail, with differences between the two approaches highlighted where applicable.

Creating the Survey Instrument

Customizing The NCS

Broadly, The NCS measures your community's "livability." A great many definitions have been made for community livability, including one from the Partners for Livable Communities, calling it "the sum of the factors that add up to a community's quality of life." Staff at NRC examined the extensive research that has been done about community livability and many of the models that have been developed to describe the components of livable communities. Eight facets of community livability were distilled from our synthesis of this research: Safety, Mobility, the Natural Environment, the Built Environment, the Economy, Recreation and Wellness, Education and Enrichment and Community Engagement. The NCS questionnaire includes individual items that act as indicators of community quality within each of the eight facets and, split in a different way, they form three "pillars" of community quality: Community Characteristics, Governance and Participation. The NCS Livability Report is organized around the three pillars of community quality, with subsections for the eight facets.

A copy of The NCS^M template is included in *Appendix A. Template Instrument for The NCS* (page 17). It includes quantitative questions and demographic questions developed by NRC for The NCS, as well as room for custom qualitative and quantitative questions developed collaboratively by NRC and Winnetka staff.

The Eight Facets of Livable Communities



The Three Pillars of Livable Communities



Developing a custom survey

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

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

While designing the survey instrument, NRC will strive to set the stage for any trends the Village would like to track (e.g., overall quality of life, operation of city government, overall quality of services). In addition, we can include any questions from Village’s previous surveys, as desired by

council and staff. We will provide draft question wording for any topics to ensure that questions capture the intended meaning for the Village of Winnetka. We will provide feedback regarding which questions are most commonly asked in other communities across the country to maximize the benefit of benchmark comparisons.

Selecting participants

All households located within Winnetka would be eligible for the survey. NRC has tested list sources and knows that those from the United States Postal Service (USPS) provide the best representation of all households in a specific geographic location. The lists are updated every three months. We will geocode the location of each address to assure it is within Winnetka. In addition, we can stratify the sample by Village district if desired.

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

We can mail the survey to all households, as has been done in the past, or randomly sample households for participation. Should the Village choose to mail to a sample of households rather than all households, a systematic sampling method will be applied to the list of households in the village to select the target number of survey recipients. The relationship between sample size and precision of estimates or margin of error (at the 95% confidence level) is shown in the table above. Multi-family housing units will be over-sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units. Service for The NCS includes a map of the households selected to receive the survey.

To support the objective of providing scientific results, we will use an unbiased procedure to select a single individual within the household. We typically use the “birthday method” for this purpose. For this, the cover letter instructs that the survey be completed by the adult household member (18 years old or older) who most recently had a birthday, irrespective of year of birth. Selecting households and recipients within households without using unbiased methods helps ensure the attitudes expressed by our respondent sample closely approximate the attitudes of all adult residents living in Winnetka.

As has been done in past surveys in Winnetka, NRC has the ability to include identifying numbers on each survey on request, though we generally avoid this practice. Our analysis of past survey responses indicates that it is very rare for the same respondent to complete a survey twice. While including an identifier on the survey can prevent this, we feel that the risk this action addresses is small, especially when considering that the presence of identifying information can sometimes reduce the candor of responses, or deter recipients from responding at all.

Survey Administration

Contact strategy

NRC manages all aspects of survey administration including printing, mailing preparation and postage via USPS. Maximizing survey participation requires multiple contacts with residents. Our

contact approach maximizes the number of completed surveys through a rigorous multi-contact strategy. For Winnetka, we will contact each sampled household three times:

- 1) A prenotification announcement, informing the household members of the upcoming community survey, will be sent to each sampled household. This announcement will arrive about a week before the survey packet.
- 2) One week after mailing the prenotification, each household will be sent a survey containing a cover letter (signed by a Village official or officials). The packet will contain a postage-paid return envelope. This cover letter will also include a web address (URL) so that the survey can be taken online if the respondent prefers. Cover letters may include instructions (in languages other than English) to guide respondents as to how they may take the survey online in their preferred language.
- 3) A second survey packet will be scheduled to arrive one week after the first survey packet. The cover letter will ask those who have not completed the survey to do so and those who already have done so to refrain from turning in a second survey. The URL for online completion of the survey will also be included on this letter.

Mailing materials will utilize Village logos and letterheads. For The NCS the content of the postcard and cover letters is standardized, for custom work, NRC will assist the Village in drafting survey-related communications. Each survey completed by mail will be sent with a postage-paid return envelope for respondents to return completed surveys to NRC. Completed surveys will be collected over the following six weeks.

Mailing Preparation

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

Online response option

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

Public outreach

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

Data Collection and analysis

NRC will manage all aspects of data collection and analysis.

Survey processing

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

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

Weighting the Data

The first step in preparing the data for analysis will be to weight the data to reflect the demographic profile of the residents of Winnetka. Weighting is a best practice in survey research to adjust for potential non-response bias and ensure that the demographic characteristics of the sample mirror the overall population. In general, residents with certain characteristics (for example: those who are older or home owners) are more likely to participate in surveying. Weighting allows us to increase or decrease the weight of each respondent to mimic as closely as possible the demographic profile of Winnetka as described by the U.S. Census. The weighting variables to be considered will be all those demographics included on the survey. Additionally, NRC has extensive experience with complex weighting schemes required with sampling by geographic subareas.

Analyzing the Data

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

As is customary, results for each question will be reported along with a measure of the precision of estimates, namely a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used in our reports, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions. For example, a mailing to 4,000 recipients with a 30% response rate would result in 1,200 responses and a margin of error of $\pm 3\%$.

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

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

Making Results Understood and Actionable

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

Custom Reports

Our reports are comprehensive and include technical and detailed numbers and information, but without requiring a degree in statistics to understand the survey results. All the technical details are in appendices for those who wish to read them. We provide basic frequencies of results for all questions and also more in-depth analyses, when desired and when relevant. Some of the most common are outlined below, including geographic and demographic subgroup comparisons, custom benchmarking and analysis of open-ended questions. For ease, we also include an executive summary that gives a quick overview of results while highlighting key findings. We can easily adjust the level of reporting in our custom reports to the needs of Winnetka.

Reports for The NCS

Reporting for The NCS is layered into multiple reports. The purpose of this is to allow flexibility in providing different levels of information to residents, the media, staff and key decision makers. The full report will contain a description of the methods used to collect the data. There will be tables showing the frequency of responses to every question. Many questions will also be presented in graphs with comparisons to national benchmarks. There will be explanatory text to accompany

these figures. A sample report is available for viewing on our website (<http://www.n-r-c.com/wp-content/uploads/2014/01/SAMPLE-Community-Livability-Report.pdf>).

Comparisons by Geographic and Demographic Subgroups

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

Benchmarking Results to other Communities

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

All results for standard items on The NCS are automatically compared to a benchmark of communities across the nation; custom comparisons may be added on request.

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

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

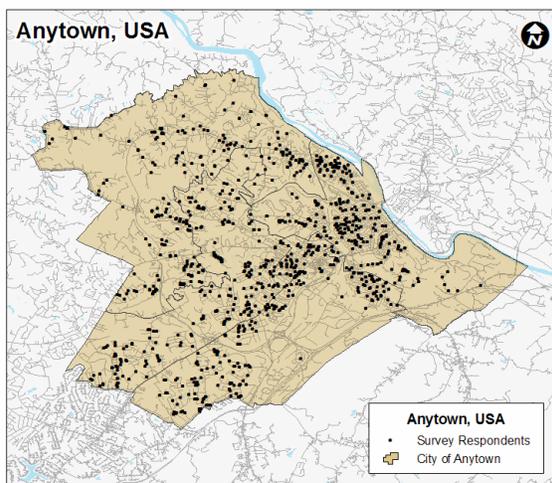
Mapping Results

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

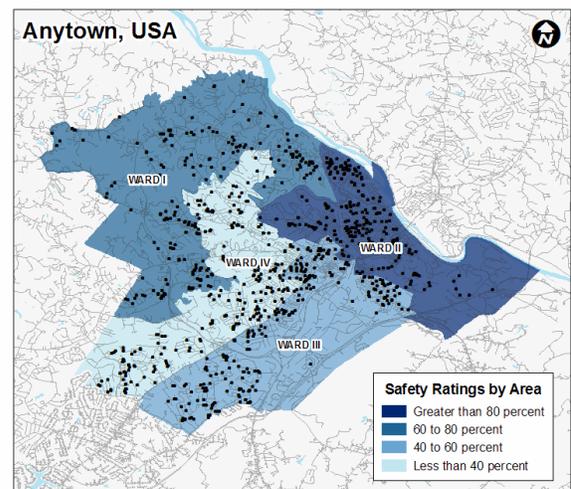
For an additional fee, NRC can provide a color-shaded map for any or every question on the survey, if useful. We will provide interpretation of the maps so that readers are not left to make sense of the maps alone. Examples are shown in the following fictionalized maps for “Anytown” USA. In the examples,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

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

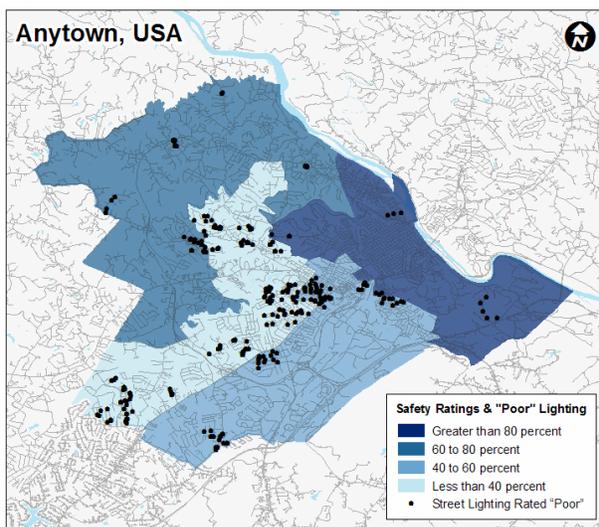
Map 1: All Households Selected



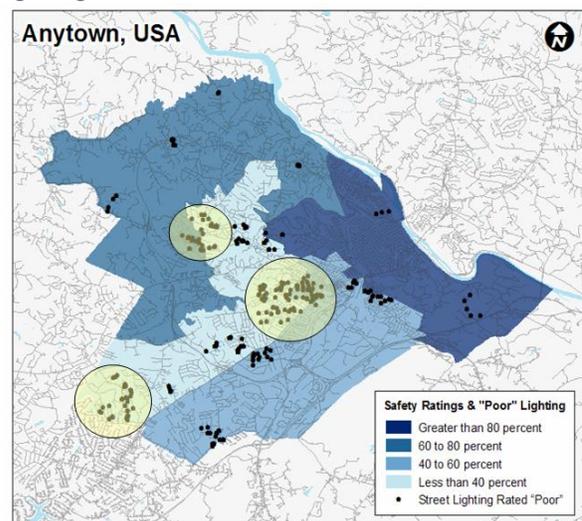
Map 2: Wards with Safety Ratings



Map 3: “Poor” Ratings of Street Lighting

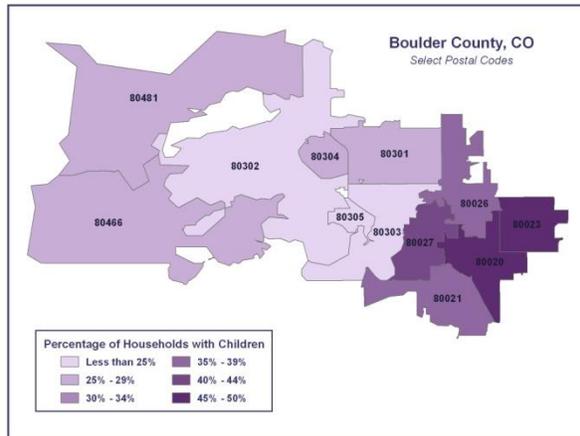


Map 4: Targeted Areas for Improved Street Lighting*

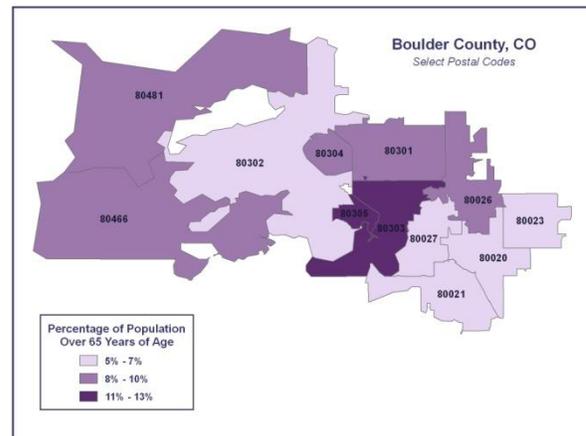


*Clusters of “poor” ratings for street lighting.

Map 5: Example from Recent Client Report



Map 6: Example from Recent Client Report



Presentations

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

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

One example of a recent presentation for a recent custom survey in Arvada, CO is here:

<http://katv.arvada.org/vod/205-1CityCouncilMeeting011314.wmv>,

with slides here: http://static.arvada.org/docs/Arvada_2013_Presentation_Final-1-201401151640.pdf

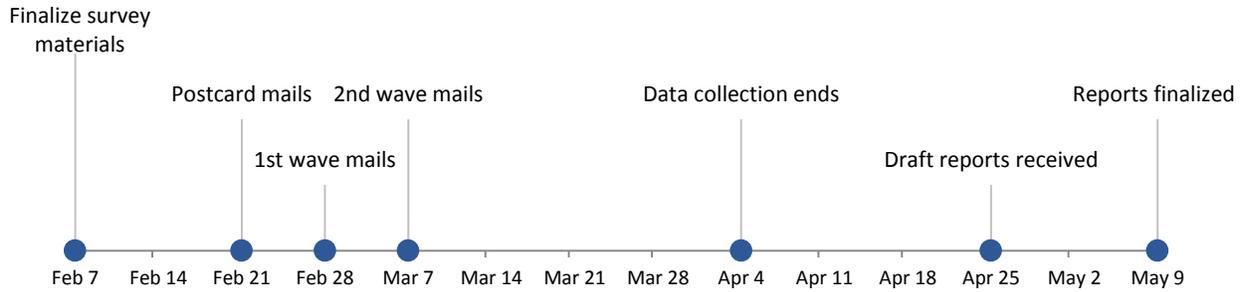
An example of a recent presentation of The NCS for Harrisonburg, VA is available here:

http://harrisonburg-va.granicus.com/MediaPlayer.php?view_id=4&clip_id=187

Proposed timeline

Consulting and Continued Support

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



Consulting and Continued Support

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

The Project Team

The following pages contain resumes for select NRC staff members assigned to the team.



3005 30th Street
Boulder, Colorado 80301
t. 303-444-7863 x106
f. 303-444-1145
tom@n-r-c.com

Education

- Affiliate, University of Colorado Denver; Children Youth and Environments, Center for Research and Design 2009 present
- Doctorate of Philosophy, Research and Evaluation Methodology, Laboratory of Educational Research, School of Education, University of Colorado; Boulder, CO; 1978
- Masters of Art. Foundations of Education. University of Wisconsin; Milwaukee, WI; 1970
- Bachelor of Arts. Psychology. University of Wisconsin.; Madison, WI; 1969

Work History

- **President**
National Research Center, Inc.
1994-Present
- **President**
Evaluation Systems International
1991-1994
- **Director**
Center for Policy and Program Analysis (formerly Division of Research & Evaluation)
City of Boulder
1979-1993
- **Acting Director of Communication**
City of Boulder, Office of the City Manager
1992
- **Director of Program Evaluation**
Colorado Crime Victims Restitution Program
1977-1979
- **Senior Research Consultant**
City of Boulder
1976

Thomas I Miller, Ph.D.

President

Tom is president of NRC and provides input and oversight on all projects including those involving program evaluation, public opinion research, performance measurement, benchmarking and meta-analysis in content areas including local governance, transportation, education, parks, recreation, open space, public libraries, urban design, housing, and public health. He mentors NRC staff and leads the development of new products and research areas. He presents trainings on evaluation methods, presents study results to clients and leads "next steps workshops" to guide clients in using research to effect change in their organizations.

Selected Experience

- ◆ Facilitated a group of Boulder, Colorado leaders convened by The Boulder Daily Camera, to evaluate progress in Boulder Valley Public Schools
- ◆ Has more than 20 years of university teaching experience at the University of Colorado, Boulder School of Education and the University of Colorado Health Sciences Center, Denver.
- ◆ Networked peer cities, university contacts and state offices for policy development and analysis
- ◆ Co-principal evaluator for 2011 UN Habitat Youth Programme Evaluation, Nairobi, Kenya
- ◆ National trainer for USAID and the International City/County Manager association
- ◆ Coordinated research, evaluation and policy analysis needs related to education, land use and social problems encompassing quality of life, housing, mental health, crime, designed research, evaluation, management and policy studies.
- ◆ Co-directed research activities among university faculty and community staff
- ◆ Presented technical findings to lay and professional audiences, including elected officials.

Selected Publications

- Miller, T.I. Kobayashi, M.M. and Hayden, S.E. *Citizen Surveys for local government: A comprehensive guide to making them matter*. International City Management Association, Washington, D.C., 2009.
- "Good Government Listens; Better Government Acts on What it Hears." Miller, T.I. The Ideas Quarterly. Fall 2009, Vol 5. Alliance for Innovation, Phoenix, AZ.
- "What does all this mean to the citizens?" in FY 2008 . Parks and Recreation, ICMA Center for Performance Measurement™. Miller, T. I Annual Data Report. P.339-340.
- "Key Drivers Focus Managers on Services That Matter." Performance Matters, Miller, T.I. July 2008. International City/County Management Association. Washington, D.C.
- "Performance Measurement Is Rocket Science, and Citizen Surveys Provide the Lift." Miller, T. Public Management. July 2007. International City/County Management Association, Washington, D.C.
- "Citizen Surveys on the Web: General Population Surveys." Miller, T. Kobayashi M. Caldwell E. Thurston S. and Collet B. *Social Science Computer Review*. SAGE publications. 2002, vol 20 (2): 124-136.
- Citizen Surveys: How to Do Them, How to Use Them, What They Mean*. Miller, T.I. and Miller, M.A.. International City Management Association, Washington, D.C., 2000, revised.
- "Measuring Your Community's Vital Signs with Citizen Surveys." Miller, T.I. *Planning Commissioners Journal*. #35, Summer 1999.
- Measuring the Effectiveness of Local Government Services: A primer on performance measurement*. for ICMA and USAID, 1998.
- "Designing and Conducting Surveys", Miller, T.I. in Joseph Wholey, Harry Hatry and Kathryn Newcomer (eds.) *Handbook on Practical Program Evaluation*, Josey Bass, 1994, 271-292.



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shannon@n-r-c.com

Education

- Master of Arts. Educational Psychology, Research and Evaluation Methods. University of Colorado at Denver and Health Sciences Center. Denver, CO. 2005
- Bachelor of Arts. Sociology. The Colorado College. Colorado Springs, CO. 1995

Work History

- Senior Research Associate National Research Center, Inc. Boulder, CO. 2000-Present
- Catalog Manager. Mattel Interactive. Boulder, CO. 1995-2000

Survey experience:

10 years' experience in survey design and analysis

Shannon Hayden, MA

Senior Research Associate

Shannon earned a master's degree in Educational Psychology, with an emphasis on research and evaluation methods. Shannon has been involved in more than 100 survey, evaluation and research projects at NRC both in the role of project manager and by providing oversight and guidance to other project managers. She guides projects from initial conversations about the purpose, through study design, execution, analysis and report writing. She is well-versed in the art and mechanics of research and has a unique talent for presenting results to audiences whether novice or expert in evaluation techniques. Shannon helped to develop The National Citizen Survey™, a templated survey now used in more than 200 jurisdictions in 41 states to elicit regular feedback from residents in a simple and cost efficient manor. Drawing from her expertise in public opinion research, she recently co-authored the book, *Citizen Surveys: A Comprehensive Guide to Making Them Matter*, published in 2009 by the International City/County Management Association, Washington, D.C. Prior to her tenure at NRC, Shannon spent a number of years in marketing and brings that perspective on how to communicate comprehensively and succinctly to all the work she does at NRC. Shannon's influence has extended beyond helping clients to helping NRC. In the last few years, she has streamlined workplace roles and functions at NRC, creating a more efficient organization to better meet the needs of our growing client base. Shannon oversees all projects that come through NRC and mentors research associates. Having designed what she dubbed "NRC University," she has implemented a series of in-house trainings to help our associates learn new research and statistical techniques from articles and textbooks, and from each other.

Provides project management, creates data collection instruments and sampling plans, oversees pre-testing and data collection for mail, telephone, web and intercept surveys, analyzes data using meta-analysis, contingent valuation, conjoint analysis, benefits/cost analysis, regression analysis, cluster analysis, hierarchical linear modeling and frequencies, means and cross tribulations to summarize data findings, writes reports with focus on meeting client information needs, develops and conducting meetings, trainings and focus groups, provides technical assistance to clients, helps to design new business proposals, mentors research assistants and supports co-workers in various capacities.

Selected Survey Experience

- ◆ Arvada Citizen Survey 2001, 2003, 2005, 2007, 2009 and 2011
- ◆ Community Assessment Survey for Older Adults™ (CASOA™) for the State of Colorado 2010
- ◆ Fort Collins, CO Citizen Survey 2010
- ◆ Fort Collins, CO Open Space Visitors Survey 2011
- ◆ Healthy People 2010 Colorado Statewide Program Evaluation
- ◆ Jefferson County Smoke-Free Workplace Survey 2010-2011
- ◆ Kalamazoo County, MI Senior Growth Needs Assessment 2010
- ◆ LA County Older Adults Needs Assessment 2007
- ◆ Maple Grove, MN Community Survey 2008
- ◆ Minnesota Counties Citizen Surveys 2003, 2004, 2006, 2008 and 2011
- ◆ Northglenn, CO Citizen Survey 2011
- ◆ Thornton, CO Older Adults Needs Assessment
- ◆ Westminster, CO Citizen Survey 2002, 2004, 2006, 2008 and 2010



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Education

- Masters of Science in Public Health
University of Colorado Health Sciences Center
Denver, CO
2007
- Bachelor of Arts
Biology
Reed College
Portland, OR
2000

Work History

- Project Manager
National Research Center, Inc.
2012-Present
- Research Analyst
Colorado Health Institute
2010-2012
- Clinical Research Associate
Gilead Sciences
2008-2009
- Clinical Project Associate
Gilead Sciences
2007-2008
- Research Assistant
Colorado Kids Sun Care Program
2006
- Research Assistant & Production Manager
The Qualitative Research Center
2003-2005
- Professional Research Assistant
Poyton Lab – University of Colorado Boulder
2001-2003
- Professional Research Assistant
Johnson Lab – University of Colorado Boulder
2000-2001

Athena T. Dodd, MSPH

Research Associate/Project Manager

Athena has a Master's degree in Public Health from the University of Colorado at Denver and Health Sciences Center and over 12 years of broad-based experience in research, including operations, analysis and report writing. Her master's work in public health, from the University of Colorado at Denver and Health Sciences Center, emphasized research methods, statistics and program evaluation.

As a project manager at NRC, Athena manages the full survey process, from questionnaire customization to data collection, report writing and creation of presentations. Her duties include communicating with clients, creating data collection instruments, designing sampling plans; overseeing data collection for mail, telephone and web surveys; analyzing data and reporting findings.

Selected Experience

- ◆ Colorado Statewide Tobacco Cessation Phone Survey 2013, 2014
- ◆ City of Minneapolis Digital Divide Survey 2013, 2014
- ◆ Jefferson County Public Health Smoke-free Multi-unit Housing, 2014
- ◆ City of Boulder Valmont Park Survey 2014
- ◆ Greeley, CO Resident Survey 2013
- ◆ Westminster, CO Parks, Recreation and Library Needs Assessment 2013
- ◆ Longmont, CO Customer Satisfaction Survey 2012
- ◆ Boulder, CO Travel Diary Study 2012
- ◆ Flagstaff, AZ Travel Diary Study 2012
- ◆ National Citizen Survey Clearwater, FL 2014
- ◆ National Citizen Survey Duluth, MN 2013, 2014
- ◆ National Citizen Survey Ramsey, MN 2014
- ◆ National Citizen Survey Williamsburg, VA 2014
- ◆ National Citizen Survey Bainbridge Island, WA 2013
- ◆ National Citizen Survey Broken Arrow, OK, 2013
- ◆ National Citizen Survey Davidson, NC 2013
- ◆ National Citizen Survey Denison, TX 2013
- ◆ National Citizen Survey Goodyear, AZ 2013
- ◆ National Citizen Survey Hooksett, NH 2013
- ◆ National Citizen Survey Jackson County, MI 2013
- ◆ National Citizen Survey Kenmore, WA 2013
- ◆ National Citizen Survey Mountlake Terrace, WA 2013
- ◆ National Citizen Survey Peoria, IL 2013
- ◆ National Citizen Survey Windsor, CO 2013
- ◆ National Citizen Survey Lane County, OR 2012
- ◆ Afghanistan Kabul ARD Years 3 and 4
- ◆ Afghanistan RAMP UP East Years 3 and 4
- ◆ Afghanistan RAMP UP West Years 3 and 4
- ◆ Colorado School District 11-DoDEA Grant Military Children Program Evaluation
- ◆ Colorado School District 11-Teacher Incentive Fund Evaluation, 2012-2014
- ◆ Colorado School District 11-Colorado College Math and Science Program Grant Evaluation, 2012-2013
- ◆ Denver Museum Urban Advantage Efficacy Study 2012-2013

Appendix A. Template Instrument for The NCS

The following pages contain an example of the template instrument for The NCS.

The XYZ of ABC 2014 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in ABC:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
ABC as a place to live	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
ABC as a place to raise children	1	2	3	4	5
ABC as a place to work.....	1	2	3	4	5
ABC as a place to visit	1	2	3	4	5
ABC as a place to retire	1	2	3	4	5
The overall quality of life in ABC.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to ABC as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Overall feeling of safety in ABC.....	1	2	3	4	5
Overall ease of getting to the places you usually have to visit.....	1	2	3	4	5
Quality of overall natural environment in ABC	1	2	3	4	5
Overall "built environment" of ABC (including overall design, buildings, parks and transportation systems)	1	2	3	4	5
Health and wellness opportunities in ABC	1	2	3	4	5
Overall opportunities for education and enrichment.....	1	2	3	4	5
Overall economic health of ABC.....	1	2	3	4	5
Sense of community.....	1	2	3	4	5
Overall image or reputation of ABC	1	2	3	4	5

3. Please indicate how likely or unlikely you are to do each of the following:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in ABC to someone who asks	1	2	3	4	5
Remain in ABC for the next five years	1	2	3	4	5

4. Please rate how safe or unsafe you feel:

	<i>Very safe</i>	<i>Somewhat safe</i>	<i>Neither safe nor unsafe</i>	<i>Somewhat unsafe</i>	<i>Very unsafe</i>	<i>Don't know</i>
In your neighborhood during the day.....	1	2	3	4	5	6
In ABC's downtown/commercial area during the day.....	1	2	3	4	5	6

5. Please rate each of the following characteristics as they relate to ABC as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Traffic flow on major streets	1	2	3	4	5
Ease of public parking.....	1	2	3	4	5
Ease of travel by car in ABC.....	1	2	3	4	5
Ease of travel by public transportation in ABC	1	2	3	4	5
Ease of travel by bicycle in ABC.....	1	2	3	4	5
Ease of walking in ABC	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Air quality	1	2	3	4	5
Cleanliness of ABC	1	2	3	4	5
Overall appearance of ABC.....	1	2	3	4	5
Public places where people want to spend time	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.)	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Availability of affordable quality food.....	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Availability of affordable quality mental health care	1	2	3	4	5

6. Please rate each of the following characteristics as they relate to ABC as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Availability of affordable quality child care/preschool	1	2	3	4	5
K-12 education	1	2	3	4	5
Adult educational opportunities.....	1	2	3	4	5
Opportunities to attend cultural/arts/music activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Cost of living in ABC.....	1	2	3	4	5
Overall quality of business and service establishments in ABC	1	2	3	4	5
Vibrant downtown/commercial area	1	2	3	4	5
Overall quality of new development in ABC.....	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Neighborliness of residents in ABC	1	2	3	4	5

7. Please indicate whether or not you have done each of the following in the last 12 months.

	<i>No</i>	<i>Yes</i>
Made efforts to conserve water	1	2
Made efforts to make your home more energy efficient	1	2
Observed a code violation or other hazard in ABC (weeds, abandoned buildings, etc.)	1	2
Household member was a victim of a crime in ABC.....	1	2
Reported a crime to the police in ABC.....	1	2
Stocked supplies in preparation for an emergency	1	2
Campaigned or advocated for an issue, cause or candidate	1	2
Contacted the XYZ of ABC (in-person, phone, email or web) for help or information	1	2
Contacted ABC elected officials (in-person, phone, email or web) to express your opinion.....	1	2

8. In the last 12 months, about how many times, if at all, have you or other household members done each of the following in ABC?

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
Used ABC recreation centers or their services.....	1	2	3	4
Visited a neighborhood park or XYZ park.....	1	2	3	4
Used ABC public libraries or their services	1	2	3	4
Participated in religious or spiritual activities in ABC	1	2	3	4
Attended a XYZ-sponsored event	1	2	3	4
Used bus, rail, subway or other public transportation instead of driving.....	1	2	3	4
Carpooled with other adults or children instead of driving alone.....	1	2	3	4
Walked or biked instead of driving	1	2	3	4
Volunteered your time to some group/activity in ABC	1	2	3	4
Participated in a club	1	2	3	4
Talked to or visited with your immediate neighbors	1	2	3	4
Done a favor for a neighbor.....	1	2	3	4

9. Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
<u>Attended</u> a local public meeting	1	2	3	4
<u>Watched</u> (online or on television) a local public meeting.....	1	2	3	4

The XYZ of ABC 2014 Citizen Survey

10. Please rate the quality of each of the following services in ABC:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police/Sheriff services.....	1	2	3	4	5
Fire services.....	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention.....	1	2	3	4	5
Fire prevention and education.....	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric and/or gas) utility.....	1	2	3	4	5
Utility billing.....	1	2	3	4	5
XYZ parks	1	2	3	4	5
Recreation programs or classes.....	1	2	3	4	5
Recreation centers or facilities	1	2	3	4	5
Land use, planning and zoning.....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Cable television.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations).....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts	1	2	3	4	5
ABC open space.....	1	2	3	4	5
XYZ-sponsored special events	1	2	3	4	5
Overall customer service by ABC employees (police, receptionists, planners, etc.)	1	2	3	4	5

11. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The XYZ of ABC	1	2	3	4	5
The Federal Government	1	2	3	4	5

12. Please rate the following categories of ABC government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to ABC	1	2	3	4	5
The overall direction that ABC is taking	1	2	3	4	5
The job ABC government does at welcoming citizen involvement	1	2	3	4	5
Overall confidence in ABC government.....	1	2	3	4	5
Generally acting in the best interest of the community	1	2	3	4	5
Being honest.....	1	2	3	4	5
Treating all residents fairly	1	2	3	4	5

13. Please rate how important, if at all, you think it is for the ABC community to focus on each of the following in the coming two years:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Overall feeling of safety in ABC.....	1	2	3	4
Overall ease of getting to the places you usually have to visit.....	1	2	3	4
Quality of overall natural environment in ABC.....	1	2	3	4
Overall “built environment” of ABC (including overall design, buildings, parks and transportation systems).....	1	2	3	4
Health and wellness opportunities in ABC.....	1	2	3	4
Overall opportunities for education and enrichment.....	1	2	3	4
Overall economic health of ABC.....	1	2	3	4
Sense of community.....	1	2	3	4

xx. Custom Question #1 Custom Question #1
 Scale point 1 Scale point 2 Scale point 3 Scale point 4 Scale point 5

xx. Custom Question #2 Custom Question #2
 Scale point 1 Scale point 2 Scale point 3 Scale point 4 Scale point 5

xx. Custom Question #3 Custom Question #3
 Scale point 1 Scale point 2 Scale point 3 Scale point 4 Scale point 5

xx. OPTIONAL [See Worksheets for details and price of this option] Open-Ended Question Open-Ended Question

The XYZ of ABC 2014 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. How often, if at all, do you do each of the following, considering all of the times you could?

	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
Recycle at home	1	2	3	4	5
Purchase goods or services from a business located in ABC	1	2	3	4	5
Eat at least 5 portions of fruits and vegetables a day	1	2	3	4	5
Participate in moderate or vigorous physical activity	1	2	3	4	5
Read or watch local news (via television, paper, computer, etc.)	1	2	3	4	5
Vote in local elections.....	1	2	3	4	5

D2. Would you say that in general your health is:

- Excellent
 Very good
 Good
 Fair
 Poor

D3. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

D4. What is your employment status?

- Working full time for pay
 Working part time for pay
 Unemployed, looking for paid work
 Unemployed, not looking for paid work
 Fully retired

D5. Do you work inside the boundaries of ABC?

- Yes, outside the home
 Yes, from home
 No

D6. How many years have you lived in ABC?

- Less than 2 years 11-20 years
 2-5 years More than 20 years
 6-10 years

D7. Which best describes the building you live in?

- One family house detached from any other houses
 Building with two or more homes (duplex, townhome, apartment or condominium)
 Mobile home
 Other

D8. Is this house, apartment or mobile home...

- Rented
 Owned

D9. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
 \$300 to \$599 per month
 \$600 to \$999 per month
 \$1,000 to \$1,499 per month
 \$1,500 to \$2,499 per month
 \$2,500 or more per month

D10. Do any children 17 or under live in your household?

- No Yes

D11. Are you or any other members of your household aged 65 or older?

- No Yes

D12. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$25,000
 \$25,000 to \$49,999
 \$50,000 to \$99,999
 \$100,000 to \$149,999
 \$150,000 or more

Please respond to both questions D13 and D14:

D13. Are you Spanish, Hispanic or Latino?

- No, not Spanish, Hispanic or Latino
 Yes, I consider myself to be Spanish, Hispanic or Latino

D14. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- American Indian or Alaskan Native
 Asian, Asian Indian or Pacific Islander
 Black or African American
 White
 Other

D15. In which category is your age?

- 18-24 years 55-64 years
 25-34 years 65-74 years
 35-44 years 75 years or older
 45-54 years

D16. What is your sex?

- Female Male

D17. Do you consider a cell phone or land line your primary telephone number?

- Cell Land line Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502

**Attachment #4:
NRC Pricing Proposal,
dated July 10, 2014**



Village of Winnetka

Community Wide Survey

Pricing Proposal

Revised July 10, 2014

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Overview

To serve the needs of the Winnetka community, NRC proposes offering a scientific survey to all households in the Village that utilizes current industry best practices, including using a mail-based approach, multiple contacts and reporting of weighted results. Winnetka's fully-customized, approximately four-page Community Wide Survey will be developed in collaboration with the Village's survey team to focus on resident satisfaction with core services, as well as current issues such as the Stormwater Management Program and business district revitalization. Respondents also will have the option to complete the survey online. NRC will manage all aspects of survey formatting, printing, mailing preparation and delivery as well as data collection, analysis and reporting. Responses will be weighted to reflect the demographic composition of Winnetka.

NRC will create a report that summarizes the survey findings while also providing detailed, tabulated results for each question. Results will be compared by select demographic characteristics and/or geographic areas of Winnetka and will be reported alongside benchmark comparisons where comparisons are available. NRC will deliver an in-person presentation of the summary of findings to the Village Council. For an additional fee, the survey may be offered in a foreign language. We have proposed pricing along with a timeline that would allow completion of the work in time to provide an in-person presentation of results of the Community Wide Survey to Council in November.

Tasks and Deliverables

Survey Development

Collaboration

NRC will work collaboratively with Village staff and elected officials to determine the most appropriate survey methods to address Winnetka's needs.

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

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

Creating the Survey Instrument

NRC will work with the Village survey team to develop a customized four- to five-page survey for Winnetka. Our process is to listen closely to help you define your specific survey needs, develop and

prioritize questions and ensure the process will be low-burden for Village staff. Survey development is an iterative process that we will lead, giving you questions and formats to which you can react. The number of iterations is limited only by the length of time available to meet the overall timeline (about seven weeks). We focus on working quickly, yet thoughtfully, on our side of the responsibilities, leaving ample time for your review. For example, we seek to turn around a survey draft within 24 business hours to ensure the maximum time for stakeholder reflection.

Our goal in working with Village staff and elected officials is to ensure that the final survey includes all desired questions, with optimal sequencing and wording to ensure valid and informative responses. We will provide draft question wording for any topics to ensure that questions capture the intended meaning for the Village of Winnetka. We will provide feedback regarding which questions are most commonly asked in other communities across the country to maximize the benefit of benchmark comparisons. As this will be Winnetka's first community wide survey, we will strive to set the stage for any trends the Village would like to track (e.g., overall quality of life, operation of village government, overall quality of services). Similarly, NRC will provide suggested wording for all mailing materials, including postcards and cover letters, to accompany the survey.

NRC will be responsible for finalizing the survey questions, sequence and format once final approval is given from Village staff. We will ensure that the survey format is inviting and easy to complete. Attractive and appropriately condensed question formatting also will encourage valid responses and a maximized response rate. With regards to survey length, our typical booklet survey format (one folded ledger paper with one letter-size insert, each with double-sided printing) accommodates up to six pages of content: one page cover letter, four pages of topical survey questions and one page of demographic questions. NRC carefully reviews proofs of all survey materials as part of our quality assurance process.

Creating the Mailing List

The survey will be mailed to all households located in Winnetka (presumed to be up to 4,300 households). The Village has indicated an interest in using their utility billing database as the address source. This has advantages over other list sources (such as United States Postal Service lists) in some situations and NRC is happy to discuss and use the address source that would best serve Winnetka's needs for the survey. Through NRC's extensive research on various list sources, we have determined that lists from the USPS generally provide the best representation of all households in a specific geographic location. The lists are updated every three months. We use geocoding to assure that each address is located in Winnetka and, additionally, we can use geocoding to identify the Village district of each household so that comparisons of the results by district can be made, if desired.

To support the objective of providing scientific results, we will use an unbiased procedure to select a single individual within each household.

The list of addresses will be processed for certification and verification. NRC uses CASS™/NCOA software that relies on the USPS National Directory information to verify and standardize the address elements and assign each a complete, nine-digit zip code where possible.

Survey Administration

Contact Strategy

NRC manages all aspects of survey administration including printing, mailing preparation and postage. Maximizing survey participation requires multiple contacts with residents. Our contact approach maximizes the number of completed surveys through a rigorous multi-contact strategy. Mailing materials will utilize Village logos and letterheads to encourage response. We will contact each recipient three times, as described in the initial proposal response. The Village may also choose to add a fourth contact in the form of a reminder postcard for an additional fee.

Each household receiving a survey will be sent with a postage-paid pre-addressed envelope for respondents to return completed surveys to NRC.

Mailing Preparation

NRC's will prepare the three mailings (e.g., folding, stuffing and addressing survey packets). If the Village wishes results to be reported by district or location, the survey will include an appropriate level of identification (colors for areas, numerical IDs for individual level tracking).

Online Response Option

The survey will be available online. The cover letters that are sent to each household will include a simplified URL that respondents can enter into their browser on any Internet-capable device, including mobile phones, tablets and computers. If a foreign language option is selected, the online survey will included a translation that is noted in the cover letter.

Public Outreach

To boost survey awareness and response, we recommend that the Village uses all available communication channels to inform residents of the survey in advance. This approach has the added benefit of building trust through conveying Winnetka leaders' interest in listening to its residents. NRC will support the communications effort by providing Village staff with example wording for a press release, giving feedback on the communications plan, press releases and other publicity wording, if your communication team so desires. We have samples of communications plans our clients have developed that we can share with the Village.

Data Collection and Analysis

NRC will manage all aspects of data collection, data entry, analysis and reporting.

Survey Processing

Completed surveys will be returned via postage-paid business reply envelopes to NRC and reviewed and "cleaned" as necessary. Completed surveys will be collected over the five weeks following the first survey wave.

Returned questionnaires will be scanned electronically (and stored for later review, as needed) and entered into an electronic dataset. This dataset will be subject to a data entry protocol of "key and verify," in which survey data are entered twice into an electronic dataset and then compared. Discrepancies are evaluated against the original survey form and corrected. Range checks, a form of

quality control, also will be performed. Data from the web surveys are automatically entered into an electronic dataset, downloaded, cleaned as necessary and then merged with the data from the mail survey to create one complete dataset. If desired, NRC can provide the original survey scans to the Village on a CD, DVD or flash drive.

Weighting the Data

The first step in preparing the data for analysis will be to weight the data to reflect the demographic profile of all adults in Winnetka. The weighting variables to be considered will be all those demographics included on the survey and where census data for Winnetka are available. Additionally, NRC has extensive experience with complex weighting schemes required with tracking geographic subareas.

Analyzing the Data

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

As is customary, results for each question will be reported along with a 95% confidence interval, a measure of the precision of estimates. In addition to providing a full set of responses to each survey question, analysis may include comparisons of the results by respondent characteristics, geographic area (if tracked) and results from other communities in NRC's benchmark database, as determined by the Village survey team. We can also provide mapped results on request. The full dataset will be provided in an agreed upon format for sharing with Village staff.

The data and report will undergo a thorough quality assurance review. This will ensure the data analyses are correct and that staff, the media and the public will trust the results.

Reporting

Our reports are comprehensive and include technical and detailed numbers and information, but without requiring a degree in statistics to understand the survey results. All the technical details are in appendices for those who wish to read them. We provide basic frequencies of results for all questions and also more in-depth analyses, when desired and when relevant. Some of the most common additional analyses are outlined below, including geographic and sociodemographic subgroup comparisons, custom benchmarking and mapping of survey results. To help stakeholders focus on the key takeaways from the results, our report also will include an executive summary that highlights key findings. We can easily adjust the level of reporting to fit the Village's needs.

Comparisons by Geographic and Demographic Subgroups

NRC will compare findings by geographic subgroups (e.g., district, ward or other delineation) or respondent sociodemographics (such as age, income, length of residency and more). For sociodemographic comparisons, we typically recommend making comparisons by age, sex, housing unit type, housing tenure and race ethnicity, though we can adjust these to suit Winnetka. The

number of sub-geographies is limited only by the desired level of precision around the survey results (margin of error), determined by the number of responses received. We will note statistically significant differences among subgroups to deter readers being drawn to small differences that only may be the result of chance.

Benchmarking Results to other Communities

Survey results will be compared to select group of communities of Winnetka's choosing found in NRC's benchmark database. NRC has normative comparisons for 260 services that include police services, fire and EMS, garbage collection and recycling, utilities and utilities billing, library services, street maintenance and repair, water quality, code enforcement, senior services, public transportation, municipal employee ratings, job opportunities, public safety, historic preservation, economic development, public trust and many others. Wherever comparisons are available for questions asked on Winnetka's survey, NRC will provide a benchmark comparison.

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

Mapping Results

At the request of the Village, NRC has the capability to provide results as mapped data. By linking the subarea of residence (e.g., District) or individual locations for each respondent, we can group residents by location to produce maps that display patterns of community experience and perspective.

Presentations

NRC will develop and conduct one in-person presentation of the summary report to the Village Council. Our typical presentations are approximately 20-30 minutes in length. We recommend having 15-30 minutes following the presentation portion for questions, depending on your preferences.

Consulting and Continued Support

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

Pricing

We have provided a budget estimate for a four to five-page survey mailed to up to 4,300 Winnetka households. Should this proposed budget exceed your resources or not meet your needs, NRC will work with you to develop a budget and work plan that yields a better fit. Our budget includes custom benchmark comparisons at no added cost to the Village.

Activities and Tasks	Cost
Survey Development and Administration.....	\$6,351
(includes, survey development, study design, address list procurement, mailing preparation for up to 4,300 households, cleaning and coding of returned surveys, data entry and web programming)	
Survey Material Printing and Postage for up to 4,300 households	\$13,152
Survey Analysis and Reporting.....	\$8,437
(includes benchmarks comparisons, comparison of results by sociodemographic and geographic subgroups and continuous support for six months at no cost; final report provided in PDF format; in-person presentation to Village officials)	
Presentation (includes travel, hotel and transportation).....	\$2,060
Total (fixed-price, not-to-exceed)	\$30,000

Optional Services

Reminder postcard (4,300 households)	\$1,500
Spanish language* response option.....	\$700
(includes translation and web survey programming)	
*Other languages are available, and can be priced on request.	
Mapping of survey results (per 10 maps)	\$250
Mailings to households in excess of proposed 4,300.....	\$1,000
(per 100 households, including printing and postage)	

Proposed Timeline

Anticipating vendor selection in mid-July and survey mailings in mid-September, we feel that the following timeline is a reasonable schedule for conducting Winnetka’s survey. We have allowed for up to five weeks of data collection, but have outlined an aggressive schedule for analyzing the data, writing and receiving feedback on the draft report and presentation in order to accomplish a November 11 summary presentation of results to Village Council.

Timeline

Finalize survey materials and instrument	August 26
Postcard mails.....	September 8
1st wave mails.....	September 12
2nd wave mails	September 17
Data collection ends	October 10
Draft reports delivered	October 24
Comments on draft report due to NRC	October 29
Reports finalized.....	November 3
Draft presentation delivered	November 4
Comments on draft presentation due to NRC.....	November 6
Final presentation to Village Council	November 11