

**ADAMS COUNTY, COLORADO  
PURCHASE OF SERVICE AGREEMENT**

THIS AGREEMENT ("Agreement") is made this \_\_\_\_ day of \_\_\_\_\_ 2014, by and between the Adams County Board of County Commissioners, located at 4430 South Adams County Parkway, Brighton, Colorado 80601, hereinafter referred to as the "County," and **NATIONAL RESEARCH CENTER INC.**, 2955 Valmont Road, Suite 300, Boulder, Colorado 80301, hereinafter referred to as the "Contractor." The County and the Contractor may be collectively referred to herein as the "Parties".

The County and the Contractor, for the consideration herein set forth, agree as follows:

**1. SERVICES OF THE CONTRACTOR:**

- 1.1. All work shall be in accordance with the attached **RFP 2014.125** as **Exhibit A** and the Contractor's responses to the RFP 2014.125 attached hereto as **Attachments A1-A3**, and incorporated herein by reference. Should there be any discrepancy between **Attachments A1-A3** and this Agreement the terms and conditions of this Agreement shall prevail.
- 1.2. Emergency Services: Not Applicable.

**2. RESPONSIBILITIES OF THE COUNTY:** The County shall provide information as necessary or requested by the Contractor to enable the Contractor's performance under this Agreement.

**3. TERM:**

- 3.1. Term of Agreement: The initial term of this Agreement shall be for one hundred and twenty (120) days from the date of execution by Adams County Board of County Commissioners, unless sooner terminated as specified elsewhere herein.
- 3.2. Extension Options: Not applicable.

**4. PAYMENT AND FEE SCHEDULE:** The County shall pay the Contractor for services furnished under this Agreement, and the Contractor shall accept as full payment for those services, in an amount not to exceed **forty-nine thousand, seven hundred and forty-six dollars and no cents** (\$49,746.00), in accordance with the attached fee schedule reference in **Attachment A1** for the initial year.

- 4.1. Payment pursuant to this Agreement, whether in full or in part, is subject to and contingent upon the continuing availability of County funds for the purposes hereof. In the event that funds become unavailable, as determined by the County, the County may immediately terminate this Agreement or amend it accordingly.

5. **INDEPENDENT CONTRACTOR:** In providing services under this Agreement, the Contractor acts as an independent contractor and not as an employee of the County. The Contractor shall be solely and entirely responsible for his/her acts, and the acts of his/her employees, agents, servants, and subcontractors during the term and performance of this Agreement. No employee, agent, servant, or subcontractor of the Contractor shall be deemed to be an employee, agent, or servant of the County because of the performance of any services or work under this Agreement. The Contractor, at its expense, shall procure and maintain workers' compensation insurance as required by law. **Pursuant to the Workers' Compensation Act § 8-40-202(2)(b)(IV), C.R.S., as amended, the Contractor understands that it and its employees and servants are not entitled to workers' compensation benefits from the County. The Contractor further understands that it is solely obligated for the payment of federal and state income tax on any moneys earned pursuant to this Agreement.**
6. **NONDISCRIMINATION:** The Contractor shall not discriminate against any employee or qualified applicant for employment because of age, race, color, religion, marital status, disability, sex, or national origin. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the local public agency setting forth the provisions of this nondiscrimination clause. Adams County is an equal opportunity employer.
- 6.1. The Contractor will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.
7. **INDEMNIFICATION:** The Contractor agrees to indemnify and hold harmless the County, its officers, agents, and employees for, from, and against any and all claims, suits, expenses, damages, or other liabilities, including reasonable attorney fees and court costs, arising out of damage or injury to persons, entities, or property, caused or sustained by any person(s) as a result of the Contractor's performance or failure to perform pursuant to the terms of this Agreement or as a result of any subcontractors' performance or failure to perform pursuant to the terms of this Agreement.
8. **INSURANCE:** The Contractor agrees to maintain insurance of the following types and amounts:
- 8.1. **Commercial General Liability Insurance:** to include products liability, completed operations, contractual, broad form property damage and personal injury.
- 8.1.1. Each Occurrence: \$1,000,000
- 8.1.2. General Aggregate: \$2,000,000

- 8.2. Comprehensive Automobile Liability Insurance: to include all motor vehicles owned, hired, leased, or borrowed.
- 8.2.1. Bodily Injury/Property Damage: \$1,000,000 (each accident)
- 8.2.2. Personal Injury Protection: Per Colorado Statutes
- 8.3. Workers' Compensation Insurance: Per Colorado Statutes
- 8.4. Professional Liability Insurance: to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services, as applicable.
- 8.4.1. Each Occurrence: \$1,000,000
- 8.4.2. This insurance requirement applies only to Contractors who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.
- 8.5. Adams County as "Additional Insured": The Contractor's commercial general liability, comprehensive automobile liability, and professional liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured," and shall include the following provisions:
- 8.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Contractor.
- 8.5.2. The insurance companies issuing the policy or policies shall have no recourse against the County for payment of any premiums due or for any assessments under any form of any policy.
- 8.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.
- 8.6. Licensed Insurers: All insurers of the Contractor must be licensed or approved to do business in the State of Colorado. Upon failure of the Contractor to furnish, deliver and/or maintain such insurance as provided herein, this Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under this Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.
- 8.7. Endorsement: Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.

- 8.8. Proof of Insurance: At any time during the term of this Agreement, the County may require the Contractor to provide proof of the insurance coverage's or policies required under this Agreement.

**9. TERMINATION:**

- 9.1. For Cause: If, through any cause, the Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner, or if the Contractor violates any of the covenants, conditions, or stipulations of this Agreement, the County shall thereupon have the right to immediately terminate this Agreement, upon giving written notice to the Contractor of such termination and specifying the effective date thereof.
- 9.2. For Convenience: The County may terminate this Agreement at any time by giving written notice as specified herein to the other party, which notice shall be given at least thirty (30) days prior to the effective date of the termination. If this Agreement is terminated by the County, the Contractor will be paid an amount that bears the same ratio to the total compensation as the services actually performed bear to the total services the Contractor was to perform under this Agreement, less payments previously made to the Contractor under this Agreement.

**10. MUTUAL UNDERSTANDINGS:**

- 10.1. Jurisdiction and Venue: The laws of the State of Colorado shall govern as to the interpretation, validity, and effect of this Agreement. The parties agree that jurisdiction and venue for any disputes arising under this Agreement shall be with the 17<sup>th</sup> Judicial District, Colorado.
- 10.2. Compliance with Laws: During the performance of this Agreement, the Contractor agrees to strictly adhere to all applicable federal, state, and local laws, rules and regulations, including all licensing and permit requirements. The parties hereto aver that they are familiar with § 18-8-301, et seq., C.R.S. (Bribery and Corrupt Influences), as amended, and § 18-8-401, et seq., C.R.S. (Abuse of Public Office), as amended, and that no violation of such provisions are present. Contractor warrants that it is in compliance with the residency requirements in §§ 8-17-101, et seq., C.R.S. Without limiting the generality of the foregoing, the Contractor expressly agrees to comply with the privacy and security requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- 10.3. Record Retention: The Contractor shall maintain records and documentation of the services provided under this Agreement, including fiscal records, and shall retain the records for a period of three (3) years from the date this Agreement is terminated. Said records and documents shall be subject at all reasonable times to inspection, review, or audit by authorized federal, state, or County personnel.
- 10.4. Assignability: Neither this Agreement, nor any rights hereunder, in whole or in part, shall be assignable or otherwise transferable by the Contractor without the prior written consent of the County.



10.5. Waiver: Waiver of strict performance or the breach of any provision of this Agreement shall not be deemed a waiver, nor shall it prejudice the waiving party's right to require strict performance of the same provision, or any other provision in the future, unless such waiver has rendered future performance commercially impossible.

10.6. Force Majeure: Neither party shall be liable for any delay or failure to perform its obligations hereunder to the extent that such delay or failure is caused by a force or event beyond the control of such party including, without limitation, war, embargoes, strikes, governmental restrictions, riots, fires, floods, earthquakes, or other acts of God.

10.7. Notice: Any notices given under this Agreement are deemed to have been received and to be effective: (1) three (3) days after the same shall have been mailed by certified mail, return receipt requested; (2) immediately upon hand delivery; or (3) immediately upon receipt of confirmation that an E-mail was received. For the purposes of this Agreement, any and all notices shall be addressed to the contacts listed below:

**County:**

Department: Adams County Innovation, Sustainability, and Performance  
Management Office

Contact: Nick Kittle, Project Manager

Address: 4430 S. Adams County Pkwy, 5<sup>th</sup> Floor,

City, State, Zip: Brighton, Colorado 80601

Office Number: 720.523.6794

E-mail: [nkittle@adcogov.org](mailto:nkittle@adcogov.org)

Department: Adams County Purchasing Division

Address: 4430 South Adams County Parkway, Suite C4000A

City, State, Zip: Brighton, Colorado 80601

Department: Adams County Attorney's Office

Address: 4430 South Adams County Parkway

City, State, Zip: Brighton, Colorado 80601

**Contractor:**

Company: National Research Center Inc.

Contact: Thomas I Miller, PhD, President & CEO

Address: 2955 Valmont Road, Suite 300

City, State, Zip: Boulder, Colorado 80301

Office Number: 303.444.7863

E-mail: [tom@n-r-c.com](mailto:tom@n-r-c.com)

10.8. Integration of Understanding: This Agreement contains the entire understanding of the parties hereto and neither it, nor the rights and obligations hereunder, may be changed, modified, or waived except by an instrument in writing that is signed by the parties hereto.

10.9. Severability: If any provision of this Agreement is determined to be unenforceable or invalid for any reason, the remainder of this Agreement shall remain in effect, unless otherwise terminated in accordance with the terms contained herein.

10.10. Authorization: Each party represents and warrants that it has the power and ability to enter into this Agreement, to grant the rights granted herein, and to perform the duties and obligations herein described.

## **11. CHANGE ORDERS OR EXTENSIONS:**

11.1. Change Orders: The County may, from time to time, require changes in the scope of the services of the Contractor to be performed herein including, but not limited to, additional instructions, additional work, and the omission of work previously ordered. The Contractor shall be compensated for all authorized changes in services, pursuant to the applicable provision in the Invitation to Bid, or, if no provision exists, pursuant to the terms of the Change Order.

## **12. COMPLIANCE WITH C.R.S. § 8-17.5-101, ET. SEQ. AS AMENDED 5/13/08:** Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended May 13, 2008, the Contractor shall meet the following requirements prior to signing this Agreement (public contract for service) and for the duration thereof:

- 12.1. The Contractor shall certify participation in the E-Verify Program (the electronic employment verification program that is authorized in 8 U.S.C. § 1324a and jointly administered by the United States Department of Homeland Security and the Social Security Administration, or its successor program) or the Department Program (the employment verification program established by the Colorado Department of Labor and Employment pursuant to C.R.S. § 8-17.5-102(5)) on the attached certification.
- 12.2. The Contractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.3. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.4. At the time of signing this public contract for services, the Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this public contract for services through participation in either the E-Verify Program or the Department Program.
- 12.5. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this public contract for services is being performed.

- 12.6. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 12.7. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 12.8. If Contractor violates this Section, of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

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**ATTACHMENT A**  
(All Documents following this page of the Agreement)

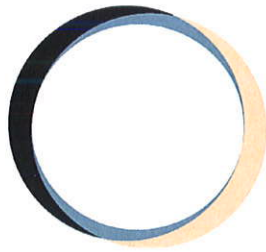
Attachments:

1. Proposal, dated May 27, 2014
2. Offeror's Signed Certificate of Compliance for RFP 2014.125, dated May 27, 2014
3. Offeror's Statement/Signature Page for RFP 2014.125, dated May 27, 2014

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## Adams County • Quality of Life Survey

A Response to a Request for Proposal by



# NRC

National Research Center Inc

Date of Submittal:

May 27, 2014

# **ATTACHMENT A** **FEE SCHEDULE**

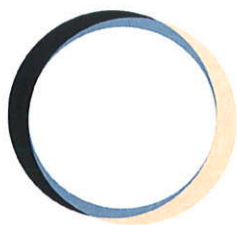
The offeror is responsible for all labor, supplies and materials to perform the services as identified in the scope of services. Offeror's fees as detailed below shall be firm through the entire term of the awarded agreement.

1. Hourly Fee Summary for the attached scope of service, please provide the breakdown of your hourly fees and typical number of hours for each discipline. All reimbursable must be defined and identified.

<u>Discipline</u>	<u>Number of Hours</u>	<u>Hourly Fees</u>	<u>Total</u>
Kick-off meeting and Department feedback process	28	\$ 125	\$ 3,500
Final draft outline of methods	21	\$ 125	\$ 2,625
Instrument development	19	\$ 125	\$ 2,375
Data analysis and report writing	45	\$ 125	\$ 5,625
Presentations	25	\$ 125	\$ 3,125
		\$	\$
		\$	\$

2. Direct Cost\* \$ 15,271
- \* Costs for survey printing, mail preparation, sample, postage and report printing
3. Indirect Cost \$ 17,225

**TOTAL** \$ 49,746



# NRC

National Research Center Inc

Adams County Administration Building  
4430 South Adams County Parkway  
4th Floor, Purchasing Department  
Brighton, CO 80601

May 27, 2014

Dear Ms. Casteel and the evaluation team,

On behalf of National Research Center, Inc. (NRC), I am pleased to submit this proposal to the Adams County Board of Commissioners to develop and implement a quality of life survey for Adams County.

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 conducted more than 1,000 resident surveys for local governments across the U.S. and in other parts of the world and have surveyed in over 30 communities across Colorado's Front Range, including Adams County. Our unique understanding of the County's use of these survey data and the successful administration of the 2012 survey position us well to provide you services that represent the best value for Adams County and allow for a seamless transition in 2014.

As in 2012, we expect to collaborate closely with Adams County staff on all steps of the process, from putting the finishing touch on the survey instrument and outline of methodologies 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 years of experience providing in-depth consultation to local government leaders in hundreds of jurisdictions. NRC's strong reputation in Colorado and across the nation, our 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 Erin Caldwell ([erin@n-r-c.com](mailto:erin@n-r-c.com)), the project manager, with any questions you may have. We look forward to speaking with you about this important project.

Kindest regards,

Thomas I Miller, PhD  
President

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### 17.1.1 EXPERIENCE

NRC is the well-known and highly regarded citizen survey research firm located in Boulder that operates throughout Colorado and worldwide. With a focus on local government research, NRC principals have been leading the strategic use of surveys since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying: *Citizen Surveys: How to do them, how to use them, what they mean*. We have pioneered the citizen survey industry, creating new and innovative tools and analyses that provide our clients with the most useful information so they can take action and implement new policies or programs or modify existing ones. We wrote a second book to help jurisdictions understand how to use survey results effectively: *Citizen Surveys: A comprehensive guide to making them matter* (published by the International City/County Management Association (ICMA) in January 2009).

Over the past 20 years, NRC has conducted more than 1,000 surveys of residents for local jurisdictions, ranging in population size from approximately 1,500 residents to over one million. Many of these surveys have been used extensively in performance measurement, council goal setting and strategic planning. We have designed and managed large and small samples, conducted focus groups and town hall meetings linked to survey findings and strategic planning, and even have facilitated strategic planning workshops with staff and Councils. We know what it takes to do a complicated project right and we commit to complete it with rigorous methods and accurate results.

We have in-house capability and expertise to meet all survey project development, analysis and reporting needs, and we manage project resources responsibly. We assign dedicated project staff, and take advantage of an expanded staff network to support all projects with collaborative idea-generation to enhance productivity and ensure the best process and product for our clients. We also are part of a larger community that includes our local government clients, organizations that support local government [ICMA, the American Society of Public Administration (ASPA) and the American Evaluation Association (AEA)], survey research firms and associations of professionals interested in innovative quality research methods [American Association of Public Administration (AAPOR) and the Council of American Survey Research Organizations (CASRO)], and we take seriously our responsibilities to these communities.

We understand the limitations of government resources and we have vast experience working with organizations operating with restricted research budgets. NRC specializes in efficient, quality research designed for the real world. NRC purposefully has avoided the weight of carrying a telephone call center as an in-house resource because we do not want to be anchored by the financial pressure to recommend telephone surveying when other methods – mail, web or in-person – can yield better data, higher response rates or lower costs. By avoiding ownership of a telephone field service, we are able to provide a dispassionate perspective about the best data collection method for our clients.

Because we have generated custom-crafted questions for more than 1,000 survey projects and because we have a deep understanding of the economic and government environment in Colorado's Front Range, we have the experience and instinct to develop concise and effective questions for Adams County's unique concerns. We can provide guidance on which questions to incorporate into the survey that will provide the most valuable input for the Neighborhood Services Department's update to the County's Consolidated Plan.

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.

NRC provides a range of consultative services, including survey research, meeting, workshop and town hall facilitation, qualitative approaches like focus groups and stakeholder interviews, as well as strategic planning to connect all of the pieces to ensure that organizations understand their results and can make the survey work for them. We work closely with ICMA's Center for Management Strategies and train local government staff on the uses of survey research in performance management systems and for data-based decision making. As we have done over the last decade, NRC staff will be faculty at the annual ICMA conference and elsewhere around the U.S. We will be conducting a training called, "360 Degrees of Data," in June for the Nebraska City Managers' Association and two more trainings at the 2014 ICMA annual conference in Charlotte, one titled, "Moving Forward with Data" and one called "Maximizing Survey Results." Also at the 2014 ICMA conference, we are scheduled to deliver a special session called, "A Big Bang Theory – When Resident Opinion Creates Life from Nothing." NRC will be part of a panel session for the 2014 American Association of Public Opinion Research (AAPOR) annual conference in Anaheim is titled, "Are Citizen Surveys Conducted via Opt-In Web Ready for Prime Time?"

We do not approach citizen surveys naively. With years of experience as local government employees, including our president's work as an interim communication director for a municipality, we are intimately aware of the value and, frankly, even the challenges of resident survey results. This experience permits us to give insightful guidance to our clients. We continue to inform local government officials about important trends in citizen surveying through our newsletter, *Perspectives*. There is no other firm with as strong a reputation, as long a history and as great a contribution to citizen surveying as NRC.

#### 17.1.2 METHODS AND MEANS RESPONSE

Citizen surveys are becoming essential as communities seek to involve residents in planning and budgeting processes. As a community looks to the future, resident perspectives about the pressing issues and the direction in which the community should head can be tested in a high-quality, credible survey. A first-class citizen survey will help to track the success of the local government's policy, program and personnel changes over time, serving as a strong example of accountability and a valuable resource for targeting improvements that still need to be made.

The Adams County's 2014 survey will continue to assess the quality of life, service delivery and the importance of services, keeping 2012 questions that are important to assessing trends, but also incorporating new topics salient to the community. The survey results will aid County Commissioners, staff and the public in improving transparency and accountability as part of the Open Adams initiative. Additionally, these data will support setting priorities for budget decisions, track community opinions about the core responsibilities of Adams County government and integrate with the County's performance based budgeting, the County Report Card project and the Comprehensive Plan. Consistent measurement of the quality and importance of services will help assure maximum service quality over time and build trust between government officials and residents.

NRC supports an organizational and project management structure that creates clear lines of communication and a single point of contact while encouraging our clients to contact any staff with questions at any time. While we propose that NRC take the lead in each project task, we will work collaboratively with all County departments and external agencies, soliciting input and feedback as necessary. We will prioritize regular, informative communication to ensure that broad and specific goals and timelines are understood by all and are met.

We will use our survey research expertise to provide guidance, including pros, cons and recommendations to County staff to facilitate decision making. We are accustomed to making such technical information accessible and clear in discussions and in writing.

We believe that it is our responsibility to be quick and thorough in our responses, whether to general project questions or in producing a new survey draft, as examples.

## PHASE 1: CONDUCT OUTREACH, QUESTIONNAIRE DESIGN, PROVIDE OUTLINE OF SURVEY METHODOLOGIES

### CONDUCT OUTREACH ABOUT SURVEY QUESTIONS

An initial project kick-off meeting will provide an important opportunity to explore the Quality of Life Survey's intended uses and the County's objectives for individual survey questions. Starting with the six-page 2012 survey, NRC staff and the County's internal project team will investigate first the usefulness of individual questions to determine whether each item should remain or may be ripe for revision or removal. We take seriously your investment in building a multi-year trend line and will work with you to assure that core questions remain unchanged.

After an initial review of the 2012 questionnaire with the County's internal project team, NRC will coordinate with all 24 departments and offices within the County government as well as the external agencies identified by the County to gather their input on the survey. As in 2012, NRC proposes using an online approach to assess the needs and concerns of each department and external agency. This web-based survey will provide an efficient means of obtaining input key stakeholders. Through an iterative process between the Board of County Commissioners (BOCC) and County and agency staff, NRC staff will collect and summarize information gathered through web-based surveys to efficiently prioritize preferences of survey questions and response options.

Our geographic proximity to Adams County will permit us to provide guidance to the County's internal survey team through a combination of in-person, email and telephone communications, as best fits the County's preferences and needs. (Our cost estimate includes up to six in-person meetings in Phase 1 with the BOCC, County departments and special districts.)

### QUESTIONNAIRE DESIGN

We expect the survey to cover a broad range of topics similar to 2012 including, but not limited to, aspects of quality of life, community characteristics, safety, quality of services and government performance. To allow for comparison of the survey results over time, we recommend and anticipate that most of the questions on the 2012 survey will remain the same, with some questions (roughly 18-20, as specified in the RFP) that will be revised or eliminated to create room for possible new questions. Additionally, we will ensure that questions on the survey will address the data needs of the County's Neighborhood Services Department's update to the Consolidated Plan. We will provide draft question wording for new or revised topics to ensure that questions capture the intended meaning for Adams County. We will provide feedback regarding which questions are most commonly asked in other communities across the country and within the Front Range to maximize the benefit of benchmark comparisons.

NRC will work with the County to ensure that the final survey includes all desired questions, with optimal question wording. We will ensure that the survey questions are clear, concise and free of bias to maximize the quality and usefulness of the data collected for actionable results. We also will 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.



We will listen closely to help you define your specific survey needs, developing and prioritizing questions, ensuring the process will be low-burden for Adams County 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 own steps, leaving ample time for your review. Upon completion of the outreach and survey design process, NRC and County staff will finalize the six-page survey.

#### PROVIDE OUTLINE OF SURVEY METHODOLOGIES AND FINAL SURVEY

In the final step in Phase 1 for the Quality of Life Survey, NRC will deliver to the County the final six-page survey (resulting from the outreach conducted with the various stakeholder groups) and an outline of the methodologies to administer the survey and analyze and report the results. NRC will take the lead in drafting the outline, in which we will clearly identify all tasks required during Phase 2 of the project. We will specify which tasks warrant input from County staff, NRC staff or both, as well as the timeframe for the completion of each task. The County's internal project team will review the draft outline, providing any necessary feedback to NRC, prior to its finalization.

#### PHASE 2: CONDUCT SURVEY, ANALYZE, REPORT AND PRESENT THE RESULTS

##### METHOD FOR COLLECTING DATA

Based on NRC's experience and that of other survey researchers, we have created a table (Table 1 on the following page) that compares the strengths of various survey administration modes. To maximize the comparability of the 2012 Quality of Life Survey results, NRC recommends a mailed survey for the 2014 administration. Consistency in the methods used across survey administrations (data collection mode, household sampling, maintaining the same question wording, and data analysis) adds confidence that any observed differences over time are a result of true changes in resident opinion rather than changes in the survey methodologies.

A mailed survey will maximize the amount of data that can be collected because the cost per completed mailed survey is close to half the cost of a properly completed phone survey. That means that for the same cost, more residents can participate in the survey and the margin of error will be improved. Mailed surveys also can include more questions than are typically tolerated by respondents via phone and will maximize the comparability to previous survey years. Geographic precision (e.g., targeting incorporated versus unincorporated areas of the County) and associated coverage (or inclusivity) also are more accurate and are easier to perform with a mailed survey. As in 2012, we will permit web completion of the survey from those households that receive the 2014 mailed survey. (Because mail and web surveys are both "self-administered," their results can be combined without statistical adjustments.)

**Methods Highlight**  
*Because of cell phone-only households and telephone number portability, creditable phone surveys cannot effectively target precise geographic areas like cities and towns at a reasonable cost.*

Table 1: Comparison of administration methods for general population surveys

Issue	Phone	Mail	Web <sup>1</sup>
Expense per completed survey	Moderately expensive	Moderately inexpensive	Moderately inexpensive
Speed of administration	Moderately fast	Moderately slow	Moderately fast
Typical response rate	Fair	Excellent	Fair
Ability to obtaining candid responses	Fair	Excellent	Excellent
Elimination of interviewer bias	Fair	Excellent	Excellent
Ability to get at in-depth topics	Good	Good	Fair
Use of visual aids	Poor	Good	Good
Enforcement of question order	Excellent	Poor	Good
Inclusion of illiterate respondents	Good	Poor	Poor
Inclusion of young adults	Poor	Poor	Fair
Inclusion of respondents of lower socioeconomic status	Fair	Fair	Poor
Specifying sub-geographic locations	Poor	Excellent	Poor
Comfort for older adults	Fair	Excellent	Poor

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### METHOD FOR SELECTING SURVEY RECIPIENTS

All households located within Adams County would be eligible for the survey, including both the incorporated and unincorporated areas. 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 pinpoint the location of each address to assure it is within the County boundaries, as well as identify if the address is in unincorporated or incorporated Adams County. In addition, NRC can track other areas of the County (e.g., County district), if desired, and will provide recommendations to the County's internal survey team regarding best practices so that any subgroup comparisons are valid and useful.

NRC will scientifically and randomly select households to receive the survey and will select without bias the household member to participate. This methodology helps ensure that attitudes expressed by our respondent sample closely approximate the attitudes of all adult residents living in Adams County. Without this step in survey research, it is likely that results would be biased towards those who are more sedentary and those without jobs (who may have different opinions about some services).

### NUMBER OF COMPLETED SURVEYS AND MARGIN OF ERROR

The relationship between the number respondents and the associated precision of estimates or margin of error (at the 95% confidence level) is shown in the adjacent table. Because response rates have been on the decline in recent years and the lower response to the 2012 Quality of Life (17%), NRC proposes increasing the mailing size to 4,000 households (from 3,000) in Adams County – 2,000 from unincorporated areas and 2,000 from incorporated areas. Through a rigorous multi-contact strategy, we will maximize the number of completed surveys.

Number of completed surveys	Margin of error
100	±9.8%
300	±5.7%
450	±4.6%
600	±4.0%
750	±3.6%

<sup>1</sup> As a stand-alone data collection method with recruitment via mailed invitations with multiple contacts, the response rate for web has improved markedly in recent years. Depending on the features of the survey, like topic, length and target population, web often remains more economical when paired with a mailed survey (permitting responses via either method) or when a complete list of email addresses is available for the population of interest, as often is the case for members of organizations.



Based on the County's 2012 response rate, we anticipate receiving between 500 and 600 completed surveys. This means an estimated margin of error of plus or minus 4.0 to 4.6 percentage points at the 95% confidence level. Comparisons of results by subgroup will have higher margins of error. We will be happy to discuss with County staff ideas for increasing participation in the survey.

## DATA COLLECTION

NRC recommends that the County conduct public outreach in advance of the survey to boost response among selected households, with the added benefit of boosting residents' trust in County officials. This trust will accrue by conveying County leaders' interest in listening to their residents. NRC will support the communications effort by providing examples of how other local governments have promoted their surveys and by giving feedback on your plan, press releases and other publicity wording, if your communication team so desires. NRC is in the process of developing a toolkit to be used by local governments for promoting and communicating about upcoming citizen surveys, and we would be happy to provide this guide to the County for its communications. We especially encourage the County to publicize the survey in those areas or neighborhoods that are likely to under respond (e.g., lower income, ethnically diverse, English as a second language, etc.). Using a variety of communications channels (e.g., PSAs, bus advertisement, flyers, Twitter, Facebook, County staff), promotion of and communication about the survey by the County is paramount to elevating the response rate.

## OUTREACH FOR NON-ENGLISH SPEAKING RESIDENTS

According to the 2012 American Community Survey, about 25% of households in Adams County speak Spanish at home. In an effort to increase participation among this harder-to-reach population, NRC will translate the final survey into Spanish. The postcard will include a Spanish paragraph alerting residents that the survey will arrive in a week. The cover letters will include a paragraph in Spanish inviting Spanish-speaking residents to call the County to request a survey in Spanish or to go online to complete the survey in Spanish. Completed paper surveys will be mailed to NRC for inclusion in the final dataset. Any responses to open-ended questions will be translated into English.

We encourage the County to conduct additional outreach or publicity to Spanish-speaking residents, notifying them about the survey and encouraging participation. NRC is happy to discuss with the County the possible approaches to publicity and targeting communications to this hard-to-reach group of residents, and we can provide feedback on any potential communications to maximize the impact of the messaging. NRC has the capacity to facilitate focus group discussions in Spanish for an additional cost, if the County wishes.

## CONTACT STRATEGY

Maximizing survey participation requires multiple contacts with residents. For Adams County, we will contact each sampled household three times:

- 1) A prenotification announcement, informing the household members that they have been selected to participate in the community survey, will be sent to each sampled household. The postcard will include both English and Spanish language inviting participation. 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 Chairman Tedesco and Commissioners Henry and Hansen). The cover letter will include both English and Spanish instructions. The packet will contain a postage-paid return envelope. This cover letter will also include a web address so that the survey can be taken online if the respondent prefers. The online

**Methods Highlight**  
Your response rate is an important measure of the quality of your survey and should always be reported for transparency and credibility.



survey will be available in English and Spanish.

- 3) A second survey packet will be scheduled to arrive one week after the first survey packet. The cover letter, which also will include both English and Spanish instructions, 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 in English or Spanish also will be included on this letter.

#### MAILING PREPARATION

The list of selected 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 all survey packets) and affix the required postage. The survey packet will include NRC's postage-paid business reply envelope.

#### 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.

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 as well as other forms of quality control will be performed.

#### 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 unincorporated Adams County. Weighting is an important method to adjust for potential non-response bias. 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 look at the demographic profile of residents who returned the survey compared with the US Census profile of unincorporated Adams County. We consider these disparities along with others and accordingly increase or decrease the weight of each respondent to mimic as closely as possible the demographic profile of unincorporated Adams County as described by the US Census. The weighting variables to be considered will be all those demographics included on the survey, particularly those used for the 2012 survey. Additionally, NRC has extensive experience with complex weighting schemes required with sampling by geographic subareas. Weighting is the approach used by quality survey consultancies to ensure that the demographic characteristics of the sample mirror the overall population.

##### Methods Highlight

*Results must be weighted to match your overall population profile. Without this key step, results are not correctly generalizable to your entire population.*

#### 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.

The data and report will undergo a thorough quality assurance review. We will audit the original data files and our statistical syntax/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 assure both that the data analyses are correct; can be compared properly to prior years; and that staff, the media and the public will trust the results.

#### COMPARING SURVEY RESULTS OVER TIME AND BY SUBGROUPS

NRC will compare the 2014 Quality of Life Survey results with previous surveys conducted in Adams County. Additionally, NRC can compare findings by geographic subgroups (e.g., County district) and by select respondent demographics (e.g., age, income, length of residency, race/ethnicity and more). We will guide interpretation by noting statistically significant differences among subgroups so that you are not drawn inappropriately to small differences that may be the result of random fluctuations. Because we recognize that, over the course of time, County staff or the BOCC may identify new questions whose answers require crosstabulations of the survey findings, NRC is available for added analysis at no additional cost following the BOCC's acceptance of the final report for up to six months.

#### BENCHMARKING RESULTS TO OTHER COMMUNITIES

NRC principals introduced the idea of benchmarking resident opinion and produced the first national norms for citizen opinion in our 1991 book. Because we continue to conduct and collect the most current citizen surveys from jurisdictions across the country and Colorado's Front Range, NRC has the largest database of comparative resident opinion of any firm. The database is comprised of resident perspectives gathered in citizen surveys from over 700 unique jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions represent over 30 million Americans. 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, more jurisdictions and with less sampling error than anyone. NRC has normative comparison 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, County employee ratings, job opportunities, public safety, historic preservation, economic development, public trust and many others. We add virtually every new survey completed we can find from communities across the country so that our comparison data are fresh and complete.

NRC has the most recent survey data from dozens of Front Range and Colorado jurisdictions and there is significant overlap among the topics measured on these surveys. As in 2012, NRC will provide comparisons to other jurisdictions across the nation, Colorado and in the Denver Regional Council of Government's (DRCOG) area (or some other subset of communities chosen by Adams County). We will provide an average benchmark rating against which Adams County findings can be compared. The list below displays the communities in Colorado's Front Range to which Adams County could be compared.

#### Colorado Front Range Jurisdictions (N=32)

* Arvada	* Castle Pines	* Douglas	* Greeley	* Lakewood
* Aurora	* Castle Rock	County	* Highlands	* Larimer
* Boulder	* Centennial	* Englewood	Ranch	County
* Boulder	* Commerce	* Erie	* Jefferson	* Littleton
County	City	* Estes Park	County	* Lone Tree
* Broomfield	* Denver	* Fort Collins	* Lafayette	* Longmont



✧ Louisville	✧ Parker	✧ Thornton	✧ Wheat Ridge
✧ Northglenn	✧ Pueblo	✧ Westminster	✧ Windsor

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## REPORTING THE RESULTS

The analysis and reporting of the results occur concurrently and cyclically so that we are constantly exploring meaningful ways to share your results, both in terms of the exact analysis chosen and also the way in which that analysis is displayed in graphical or tabular form. We recognize that the report must serve staff and council members, appointed boards and commissions as well as the lay public and it must be a document that the media can understand and find robust should they wish to press its credibility. These are challenges we accept enthusiastically.

NRC appreciates that most readers want to understand the broader patterns and interpretations of data, so our professionally designed graphics are engaging and pop with clear information. Our reports are comprehensive and include technical and detailed numbers and information, but not at the expense of the day-to-day usefulness of the documents (see links to examples in the section, *17.1.6 References for Similar Projects*). We are careful about our communication. You will not need a degree in statistics to understand the survey results. All the technical details are in appendices for those who wish to read them (and so that the survey can be repeated by any vendor you choose), but we make sure the report body tells the story of the survey results in a stylish, colorful, informative and simple manner. For further ease, we also include an executive summary that gives a quick overview of results while highlighting key findings. Additionally, NRC can discuss with County staff the usefulness of organizing the 2014 report of results around County's goals or objectives set in the Comprehensive Plan or another planning document so that readers can more easily align the survey data with the priorities set by County staff and officials.

We will prepare the report in Microsoft® Word (as well as convert documents into a PDF format). We will provide you with your electronic numeric dataset in any preferred format (such as SPSS or Excel). The final dataset of the survey results will responses for all questions as well as a variable indicating the geographic subarea(s) the County decides to track (e.g., District, incorporated versus unincorporated, etc.). (Additionally, NRC can provide to the County in an Excel spreadsheet crosstabulations of the survey data compared by geographic areas if the County would like to create maps of responses by geographic area (e.g., ratings of quality of life compared by incorporated versus unincorporated Adams County).) Verbatim responses to open-ended questions can be provided in document or database form, as desired. As requested in the Request for Proposal, NRC will provide the County with 10 copies of the final draft report and, once the draft report has been finalized, an additional 10 copies will be provided (all report copies will be printed in black and white, double-sided).

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## MAPPING RESULTS

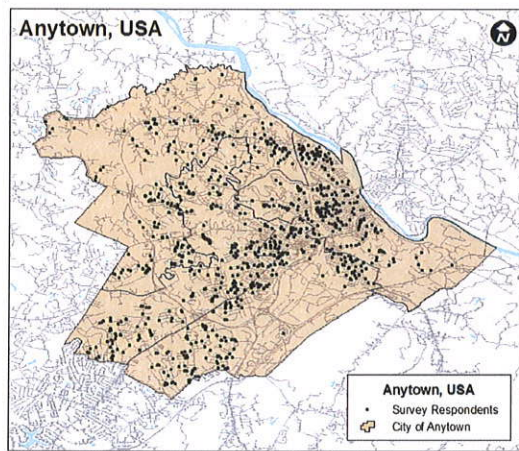
We are able to link the subarea of residence (e.g., District) for each respondent, if desired – or even include a specific ID on each survey and use the precise geographic location of each address – to group residents by subareas to produce maps that display patterns of community experience and perspective. 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 U.S.) 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

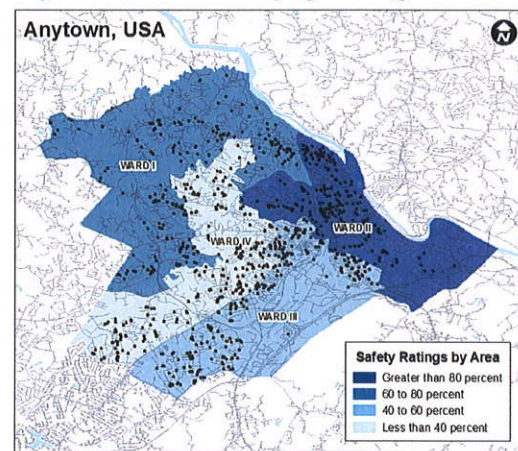
alone. Examples are shown in the following fictionalized maps for “Anytown” USA. In the examples, we first graph all households selected for the survey, being sure, for the sake of anonymity, that the level of specificity shown on the map does not permit the identification of any household (Map 1). In 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.

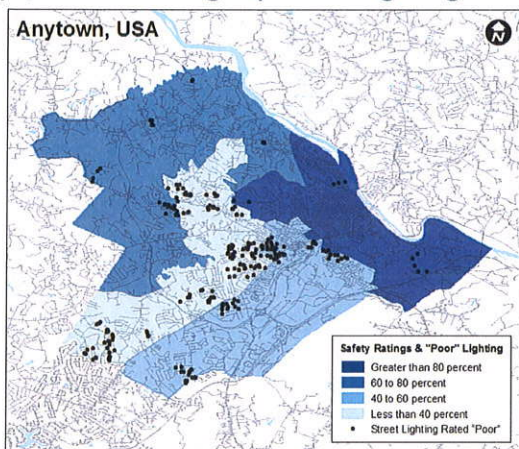
Map 1: All Households Selected



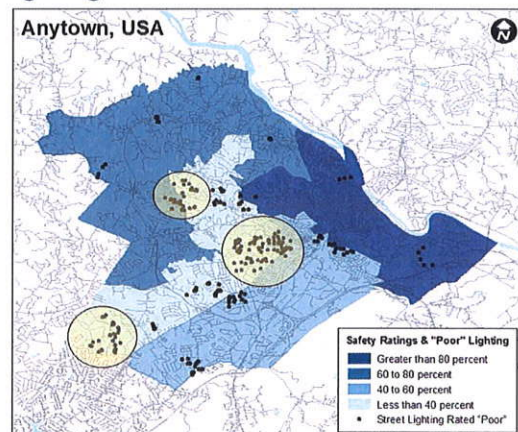
Map 2: Wards with Safety Ratings



Map 3: “Poor” Ratings of Street Lighting



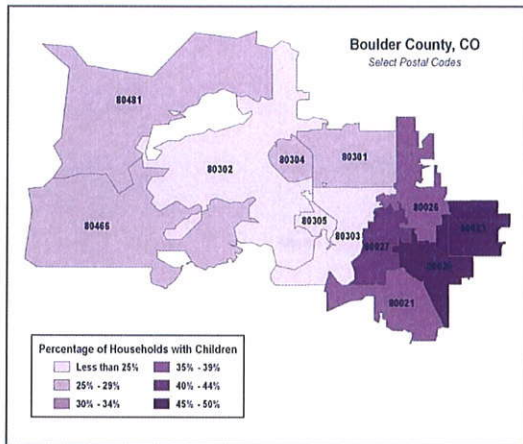
Map 4: Targeted Areas for Improved Street Lighting\*



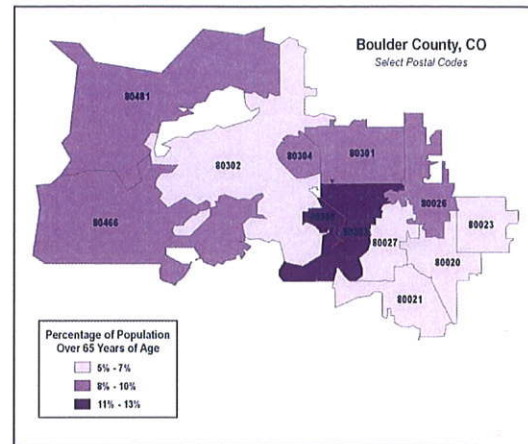
\*Clusters of “poor” ratings for street lighting



Map 5: Example from Recent Client Report



Map 6: Example from Recent Client Report



## PRESENTATIONS TO THE BOCC

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 the BOCC, 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 in Colorado will be especially helpful to providing you the credibility and trust that top level managers expect. NRC will conduct up to two presentations of the Quality of Life Survey results to the County. The PowerPoint materials will be provided to the County for its future use.

## CONSULTING AND CONTINUED SUPPORT

We know that an effective report will be reviewed and discussed by many people in Adams County after we have completed any formal presentations and workshops, and that new questions may arise. We commit to supporting these discussions by offering crosstabulations and other additional analyses of results when needed at no cost to the Adams County during the six months following the presentation to Board. And, though we will not abandon you with your data, we always will provide you with the electronic dataset of your responses for your future reference and use.

### 17.1.3 PORTION OF PROJECT TO BE SUBCONTRACTED

No sub-contractors will be used during the course of the services. However, two external vendors will be used for conducting the Quality of Live Survey. NRC supports working with minority-owned businesses, small businesses and local businesses. NRC has maintained partnerships with our print/mail vendor (MailGraphics) and our data entry vendor (ARDEM) for many years. NRC values our relationships with these vendors and has established that they provide the highest quality work for the cost of services. Both of these vendors assisted with Adams County's survey in 2012.

**MailGraphics, Inc.** has assisted with the previous Adams County survey administrations. It will provide the mailing list, print the survey materials and prepare the mailings. MailGraphics has offered mailing, data entry and data processing services for over 15 years. The organization serves Boulder, Boulder County, the northern Denver Metro area and several customers as far away as New York. MailGraphics has established a reputation for high-quality, responsive, reliable, customer-oriented

Quote from National Research Center, Inc.



service. MailGraphics is a Small Business Enterprise (SBE) in Boulder, Colorado and is co-owned by a woman. MailGraphics' proportion of the total project cost is 25%.

**ARDEM** will provide the data entry. ARDEM is based in New Jersey and has been providing data entry and document scanning services for NRC for more than seven years. It provides accurate, high quality data entry services to a variety of clients from across the country. ARDEM uses dual key data entry which assures our clients 99.95% or higher data entry accuracy and scan each hard copy of the survey for easy electronic storage and data sharing. ARDEM is a minority-owned business (MBE) and an SBE. ARDEM's proportion of the total project cost is 4%.

#### 17.1.4 KEY PERSONNEL

##### WORKING WITH NRC

Simply being experts in content or research methods does not guarantee that an organization can produce a research or evaluation study that is useful to clients. We know that we need help from you. NRC staff understands that planning for the best deliverable will begin with close collaboration with County staff. However, having worked with the County on the previous survey administration, we have a unique understanding of the structure of the County government and the various processes at play for successful completion of the Quality of Life Survey.

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 County gets what is most helpful to its mission.

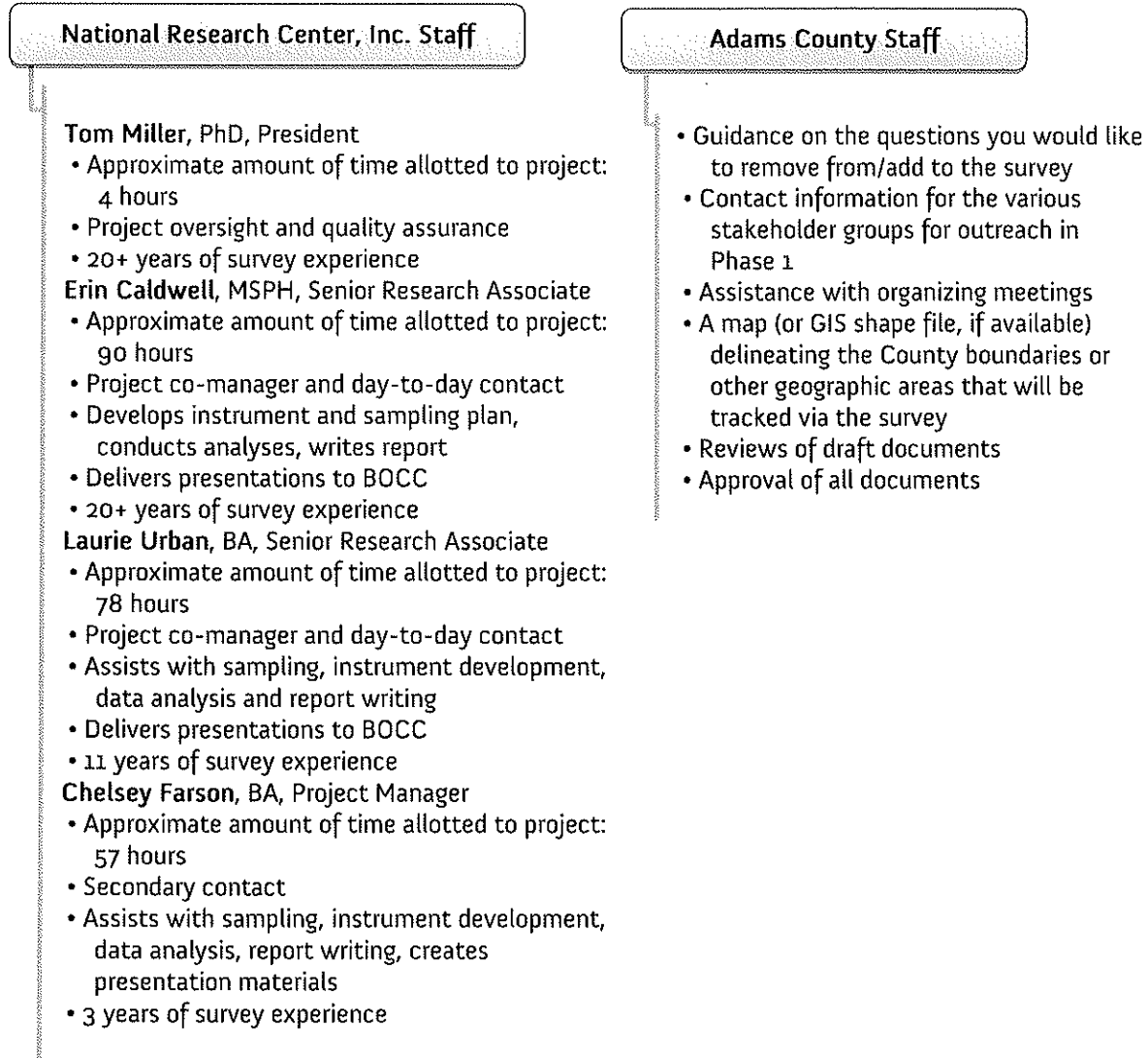
NRC is a team of professionals working in the areas of research and evaluation. Most of our senior staff members have PhDs or Masters' degrees in areas of economics, public health or educational assessment with emphasis on quantitative methods and measures of effectiveness. Beyond academic training, 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. NRC has 12 full-time staff and two part-time staff, nine of whom are professionals with years of direct experience running and participating in survey research. If selected for the 2014 survey, we have assembled a team with over 50 years of aggregate experience working in Colorado's Front Range.

##### THE NRC TEAM

The organizational chart on the following page illustrates NRC's staff members assigned to the project, their roles and responsibilities, the estimated amount of time each staff member will dedicate to your project and their years of experience. Responsibilities for the County's internal survey team also are included. Biographies for the NRC Team follow the organizational chart and detail experience and specific projects on which each team member has worked.

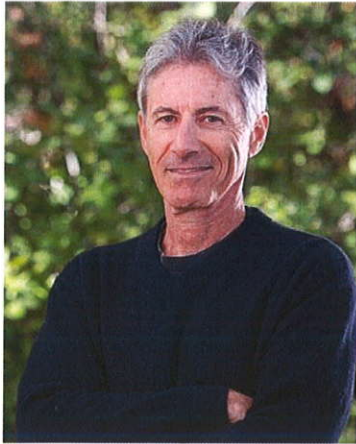
Erin Caldwell was the project manager for Adams County 2012 Quality of Life Survey and Open Space, Parks and Trails Master Plan survey. Erin will serve as the 2014 Quality of Life Survey project co-manager, along with Laurie Urban. Erin and Laurie have co-managed numerous survey projects, most recently for the Colorado Department of Transportation and Tom Miller will provide oversight and methodological expertise and Chelsey Farson will provide assistance to Erin and Laurie throughout the project. NRC has the staff and financial and physical resources to conduct this study with the highest quality.

Figure 1: Project Staff, Roles and Responsibilities





## NATIONAL RESEARCH CENTER, INC.



**Thomas I Miller, PhD**, earned a PhD in research and evaluation methods from the University of Colorado, Boulder. He has worked in state and local government and as a consultant to government for more than twenty years. With Michelle Kobayashi, he wrote, *Citizen Surveys: How to do them, how to use them, what they mean*, published in 2000 by the International City/County Management Association (ICMA), Washington, D.C. and *Citizen Surveys: A comprehensive guide to making them matter*, published in 2009 by ICMA. Dr. Miller founded National Research Center, Inc. in 1994. He has designed, overseen and written results of hundreds of research and evaluation projects and presented his findings to a wide variety of audiences, both academic and lay. He has written about survey research in journals and books devoted to public management, including *Public Administration Review*, *Journal of the American Planning Association*, *Journal of*

*Policy Analysis and Management*, *Planning Commissioners Journal*, *American Journal of Evaluation*, *The Ideas Quarterly Report*, *Management Science and Policy Analysis*, *Handbook of Practical Program Evaluation*, *Handbook of Social Intervention*, *Performance Matters*, *Governing* and *Perspectives*. In addition to being a dynamic and engaging presenter, Tom has facilitated numerous focus groups, town hall meetings and strategic planning sessions with local government officials.



**Erin Caldwell, MSPH**, senior research associate, earned a master's degree in public health with an emphasis in research methods and statistics. She has over 20 years of experience as a senior researcher and project manager and has designed and conducted scores of surveys, needs assessments, policy studies and program evaluations for public and non-profit sector clients. Erin has a wealth of analytic experience and can conduct statistical analyses both simple (such as descriptive statistics and cross tabulations) or more complex (such as hierarchical linear modeling, reliability and validity testing, factor analysis and cluster analysis).

At NRC, Erin oversees survey research and evaluation projects on a variety of topics including parks and recreation, transportation, water, health and other government services; manages large, multi-site, multi-year projects; develops project design and survey instruments; writes reports with focus on meeting client information needs; makes presentations of project results to clients, including management staff and elected officials; conducts and attends client meetings; provides trainings; designs new business proposals; provides evaluation technical assistance to nonprofit agencies; and mentors and supports co-workers in various capacities.

Erin has managed over 100 community resident survey projects, including those for Takoma Park, MD 2014; Boulder, CO 2014; Clearwater, FL 2013; and Colorado Springs, CO 2013. As project manager for the 2009 NYC Citywide Feedback Survey (the largest citizen survey ever conducted), developed and implemented a stratified sampling plan for five boroughs and 59 community boards and multi-component survey administration including mail and web, crafted the questionnaire with input from a team of stakeholders from the City, provided comprehensive analysis and reporting.





**Laurie Urban, BA**, senior research associate, holds a degree in Speech Communications with a focus in Public Relations. In her almost 12 years with NRC, Laurie's excellent communication skills are used daily in interactions with clients and have served NRC well in fostering positive customer satisfaction. Throughout her tenure with NRC, Laurie has conducted and supervised numerous research projects, many with repeat clients in Colorado, creating data collection instruments and sampling plans; overseeing pre-testing and data collection for mail, telephone, web and intercept surveys; analyzing data using regression analysis, cluster analysis, and frequencies, means and cross-tabulations to summarize data findings; writing reports with focus on meeting client information needs; presenting survey findings to clients; developing and conducting meetings, trainings and focus groups; and providing technical assistance to clients.

Additionally, Laurie manages many of NRC qualitative research projects, including focus groups and key stakeholder interviews. She handles all aspects of the project including participant recruitment, script development, facilitation, analysis and report writing.

Laurie also helps to design new business proposals, mentor new project managers and support co-workers in various capacities. She also manages The National Employee Survey (The NES)<sup>TM</sup> and the Parks and Recreation Community Survey (PARCS)<sup>TM</sup>, and has managed several business surveys for local governments.

Laurie has managed scores of resident survey projects; most recently for the following communities: Fort Collins, CO 2013; Rockville, MD 2013; Westminster, CO 2012; Arvada, CO 2013; Flagstaff, AZ 2013; Minneapolis, MN 2012; Greeley, CO 2013; Wheat Ridge, CO 2014; Aspen, CO 2013; Lone Tree, CO 2013; and Reston, VA 2012.



**Chelsey Farson, BA**, project manager, has a degree in Business Administration with a focus in Management from Leeds Business School at the University of Colorado. Prior to joining the NRC team, Chelsey gained experience as an event management and marketing professional. She has developed skills in drafting press releases and marketing materials, as well as conducting market research for intellectual property generated from the research enterprise at the University of Colorado. At NRC, Chelsey has assisted with or managed a wide range of survey projects, including The National Citizen Survey<sup>TM</sup>. Across these projects, Chelsey has developed survey questions, devised and implemented complex sampling plans, analyzed survey data and provided insightful commentary on the results. Chelsey also excels at document design and puts the final touches on reports and presentations.

Chelsey has worked with Erin and Laurie on a number of survey projects in her tenure at NRC and most recently has collaborated on resident surveys for the following communities: Boulder, CO 2014; Takoma Park, MD 2014; Flagstaff, AZ 2013; Westminster, CO 2014; Arvada, CO 2013; and a set of survey projects for five counties in Minnesota in 2012. Over the coming months, Chelsey will be the project manager for the 2014 Arapahoe County, CO Citizen Survey.

### CLIENT SATISFACTION IS OUR PRIORITY

It is not our intention just to offer the highest quality survey work. NRC regularly measures its own performance and improves our services based on customer feedback. Our own measures of performance should give Adams County comfort about the level of performance you can expect from us. NRC's performance measures, derived from anonymous surveys of our clients, are as follows:

- 97% of clients would be likely to recommend NRC for similar work
- 97% of clients rated the overall quality of the project as excellent or good

Figure 2: NRC Client Recommendations (N=510)

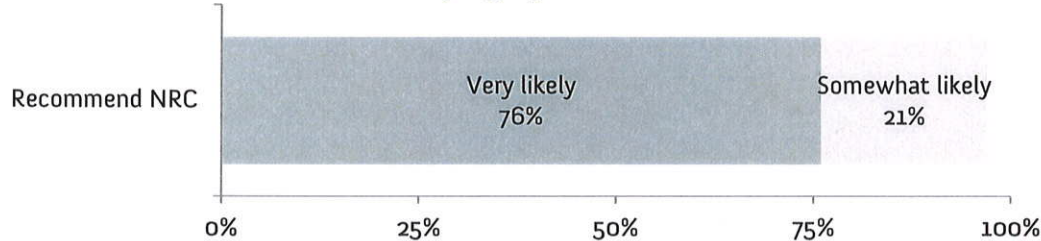
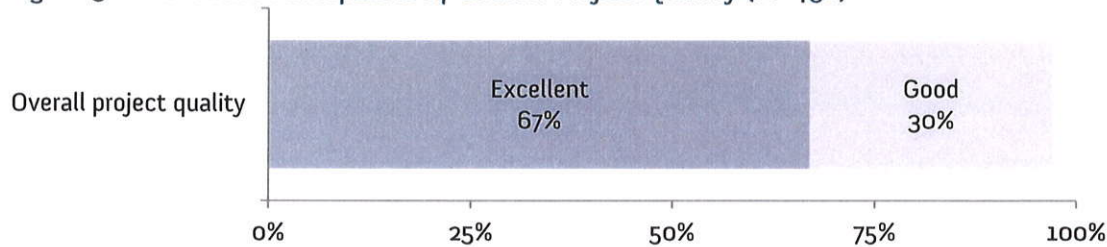


Figure 3: NRC Client Perceptions of Overall Project Quality (N=491)



### 17.1.5 DETAILED SCOPE OF SERVICES

Following is an outline of the scope of services that are described in more detailed in section 17.1.2 Methods and Means Response above, along with the amount of time allotted to each task. The product or deliverable for each phase in the project is shown as well. This outline is one approach to completing the project and is based, roughly, on the time spent in 2012 completing Phase 1 and Phase 2.

We recognize that this timeline extends beyond the RFP's specifications for completion of the entire project by August 2014. However, we feel that the proposed timeline below provides the best balance of rigor and expediency for this project. Should Adams County prefer to shorten the timeframe, we will work with you to identify crucial needs and trim tasks where possible. On the other hand, if the County would like additional time for survey development, extend data collection or shift the delivery of the final reports – or any other revisions – we will work with you to design the optimal project timeline for your needs. However, we will encourage you to “protect” the five-week data collection interval in order to maximize the survey response rate.



## PHASE 1

Activity	Date
Contract execution and project initiation .....	June 13, 2014
Coordinate with County offices, departments and external agencies.....	June 16 – June 27
Questionnaire development (iterative process) .....	through July 3
➔ <b>Deliverable 1:</b> Final outline of survey methodology and questionnaire submitted .....	July 11

## PHASE 2

Activity	Date
Finalize survey materials (postcards, letters, and envelopes).....	by July 7
Finalize mailing list .....	by July 11
Mailing materials and survey printed .....	through July 18
Mail prenotification postcard.....	July 15
Mail first wave of surveys .....	July 21
Mail second wave of surveys .....	July 28
Data collection, cleaning and coding of surveys .....	through August 29
Electronic data entry .....	through September 3
Data analysis and report writing.....	through September 22
➔ <b>Deliverable 2:</b> Draft report submitted electronically for review along with 10 printed copies.....	September 22
County review of draft report .....	through September 29
➔ <b>Deliverable 3:</b> Final report submitted electronically (in Word and PDF format) along with 10 printed copies .....	October 6
Presentations to BOCC.....	TBD
➔ <b>Deliverable 4:</b> Final PowerPoint presentation files submitted electronically .....	TBD

### 17.1.6 REFERENCES FOR SIMILAR PROJECTS

Below are three references for which we have performed work that are either similar in scope or sought to accomplish outcomes similar to those desired by Adams County. These projects 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 provided a brief description of the project, the project length, links to sample reports or presentations and the main client contact for the project.

## CITY OF WESTMINSTER, CO CITIZEN SURVEY (BIENNIALLY FROM 1992-2014)

Currently underway, the 2014 Westminster Citizen Survey represents the 12th iteration of a regular, periodic survey of Westminster residents' opinions that NRC has conducted on behalf of the City since 1992. The survey is used to monitor the quality of Westminster services and government, assess quality of life in the community and provide information for planning and budgeting processes. The same systematic method for sampling residents and the same set of core questions for each survey administration. Surveys were mailed to a random sample of 3,000 households in late February 2014. Data collection for the 2014 survey is wrapping up and just over 800 responses are expected, similar to the 2012 survey.

To assist the City with incorporating the survey results into its planning and budgeting process, the report will be organized around the City of Westminster's Strategic Plan goals and objectives, set by the Mayor and Council. Along with the City's performance measures, the survey results assist City staff and leaders in evaluating the delivery and value of City services. Comparisons of the 2014 results will be made to previous survey administrations, when available, and to NRC's national benchmark database. Results also will be broken down by the three school districts that serve the City (Adams 12, Adams 50 and Jefferson County) and by respondent demographic characteristics to permit a deeper examination of the data. Presentations of the survey results will be made to City staff and to City Council.

Contact: Ben Goldstein, Management Analyst, City of Westminster  
303-658-2007, [bgoldstein@cityofwestminster.us](mailto:bgoldstein@cityofwestminster.us)

2012 Report: <http://www.ci.westminster.co.us/CityGovernment/CityManager/CitizenSurvey.aspx>

2014 Project Length: January 2014 through August 2014

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#### CITY OF FORT COLLINS, CO CITIZEN SURVEY (2008, 2010, 2012, 2013)

The City of Fort Collins, Colorado conducts residents surveys on a regular basis to provide residents the opportunity to rate the quality of life in the city and their satisfaction with community amenities and local government. The survey also allows residents to provide feedback to the City government on what is working well and what is not, and their priorities for community planning and resource allocation. The baseline Fort Collins Citizen Survey was conducted in 2001 with subsequent iterations in 2003 and 2006. Starting in 2008, NRC was contracted to conduct Fort Collins's survey. 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 through the benchmark comparisons.

In 2013, City staff modified the timing of its survey to have the results in advance of the strategic planning process. This allowed departments to incorporate the survey results into their performance measures and outcomes for the strategic plan and budgeting process.

For the 2013 survey, 1,800 residents within city boundaries and 200 Colorado State University (CSU) dormitory students were randomly selected to receive survey mailings. Of the 2,000 surveys mailed in October 2013, 535 completed the survey, 24 of which were CSU dormitory students, providing an overall response rate of 28%. The margin of error was plus or minus four percentage points around any given percent based on community-wide estimates. Survey results were weighted by respondent gender, age, housing unit type and tenure (rent, own or living in group quarters).

The Fort Collins report was organized around the City's Budgeting for Outcomes (BFO) process. Comparisons were made between 2013 responses and those from prior years, when available. The 2013 results also were compared by demographic characteristics and geographic area of residence. In addition, the City of Fort Collins elected to have results compared to those of other jurisdictions around the nation and to Front Range jurisdictions. A presentation of survey results was made to City Council.

Contact: Kelly DiMartino, Communications & Public Involvement Director  
City of Fort Collins, 970-416-2028, [kdimartino@fcgov.com](mailto:kdimartino@fcgov.com)

2013 Report: <http://www.fcgov.com/citizensurvey/pdf/fort-collins-2013-report-final-2013-12-03.pdf?1393258014>

2013 Project Length: September 2013 through February 2014

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#### CITY OF ARVADA, CO CITIZEN SURVEY (BIENNIALLY FROM 1997-2013)

NRC has conducted surveys of Arvada residents on behalf of the City of Arvada biennially since 1997. The survey assesses satisfaction with city government, community amenities and quality of life. The City had been surveying their residents for over a decade prior to hiring NRC, and in 1997 tasked NRC to redesign the instrument and data collection methods. For the 2013 implementation, NRC mailed the survey to 2,400 randomly selected households in the City in August 2013. Approximately 787 residents

completed and returned the survey, providing a response rate of 34%. Comparisons were made to previous survey administrations as well as to jurisdictions in NRC's benchmark database. Two presentations of the survey results were made – one to City staff and one to City Council.

The City of Arvada recently created an integrated performance management system called *Focus Arvada*, which includes strategic planning for both City Council and the individual City departments. The citizen survey results serve as one tool in this data-driven system and are being used by City staff to help measure the outcomes and goals of the strategic plans and *Focus Arvada*.

Contact: Wendy Forbes, Communications Manager, City of Arvada  
720.898.7507, [wforbes@arvada.org](mailto:wforbes@arvada.org)

2013 Report: [http://static.arvada.org/docs/Arvada\\_Citizen\\_Survey\\_Report\\_FINAL-1-201401151032.pdf](http://static.arvada.org/docs/Arvada_Citizen_Survey_Report_FINAL-1-201401151032.pdf)

2013 Presentation: [https://static.arvada.org/docs/Arvada\\_2013\\_Presentation\\_Final-1-201401151640.pdf](https://static.arvada.org/docs/Arvada_2013_Presentation_Final-1-201401151640.pdf)

2013 Project Length: March 2013 through January 2014

#### ADDITIONAL COLORADO COMMUNITIES

The following list includes Colorado cities and counties for which NRC has conducted resident surveys over the past five years (2009 to 2014). NRC has worked with many of these communities on multiple survey projects. NRC has found that most resident survey projects take between four and 12 months, depending on the amount of time spent on instrument development and the process clients use for gathering feedback from stakeholders, with an average project length of seven months.

* Adams County	* Englewood	* Lone Tree
* Arapahoe County	* Erie	* Longmont
* Arvada	* Estes Park	* Louisville
* Aurora	* Fort Collins	* Northglenn
* Boulder	* Greeley	* Parker
* Boulder County	* Highlands Ranch	* Thornton
* Broomfield	* Jefferson County	* Westminster
* Castle Pines	* Lafayette	* Wheat Ridge
* Centennial	* Lakewood	* Windsor
* Denver	* Littleton	

## OFFEROR'S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et. seq.*, as amended 5/13/08, as a prerequisite to entering into an agreement for services with Adams County, Colorado, the undersigned Offeror hereby certifies that at the time of this certification, Offeror does not knowingly employ or contract with an illegal alien who will perform work under the awarded agreement for services and that the Offeror will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et. seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the awarded agreement.

OFFEROR:

National Research Center, Inc.

5/27/2014

Company Name

Date

Thomas I Miller

Name (Print or Type)



Signature

President & CEO

Title

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering.



**REQUEST FOR PROPOSAL**  
**2014.125**  
**Quality of Life Survey**

**OFFEROR'S STATEMENT/SIGNATURE PAGE**

I have read and fully understand all the special conditions herein set forth in the foregoing paragraphs, and by my signature set forth hereunder, I hereby agree to comply with all said special conditions as stated or implied. In consideration of the above statement, the following proposal is hereby submitted.

WE, THE UNDERSIGNED, HEREBY ACKNOWLEDGE RECEIPT OF

Addenda # None through Addenda # None  
(If None, Please write NONE)

National Research Center, Inc.

Company Name

2955 Valmont Road Suite 300

Address

Boulder, CO 80301

City, State, Zip Code

Boulder

County

303-444-7863 ex. 106

Telephone

tom@n-r-c.com

E-mail Address

5/27/2014

Date

Name and Signature of Authorized Person

Thomas I Miller

Printed Name

President & CEO

Title

303-444-1145

Fax

**EXHIBIT A**  
(All Documents following this page of the Agreement)

Exhibit:

1. Adams County RFP 2014.125 Quality of Life Survey Solicitation

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## **EXHIBIT A**

### **ADAMS COUNTY FORMAL REQUEST FOR PROPOSAL 2014.125**

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#### **Quality of Life Survey**

**All Documents and Addendums related to this RFP  
will be posted on the Rocky Mountain Bid System at:  
<http://www.rockymountainbidsystem.com/Bids/ViewOpenSolicitations.asp>**

**RFP Issuance Date: May 13, 2014**

**Written questions regarding this RFP will be accepted through: May 20, 2014  
by 2:00 p.m.**

**RFP Opening Date: May 27, 2014  
Time: 4:00 p.m.**

**Location: Adams County Government Center  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, CO 80601**



## GENERAL INSTRUCTIONS

1. Adams County Board of Commissioners by and through its Purchasing Division of the Finance Department is accepting proposals from firms and consultants to conduct a quality of life survey of Adams County residents (refer to hereafter as the "County"). The firm and/or consultant will work closely with the County Project Manager to design the questionnaire and the survey methodology. The survey will then be executed, analyzed, and the results of the survey will be presented in a final report. The proposal for this project shall include a description of qualifications, key persons, references, an approach to the project, detailed scope of services, estimate of costs, and a timeline (by task).
2. **All documents and addendums related to this RFP will be posted on the Rocky Mountain Bid System at:**  
**<http://www.rockymountainbidsystem.com/Bids/ViewOpenSolicitations.asp>**
  - 2.1 Vendors must register with this service to receive these documents.
  - 2.2 This service is offered free or with an annual fee for automatic notification services.
3. Written questions relating to RFP 2014.125 must be reduced to writing, and sent to the County's Purchasing Division of the Finance Department to the attention of the Purchasing Agent by e-mail at [hcasteel@adcogov.org](mailto:hcasteel@adcogov.org) until the close of business on or before, May 20, 2014, by 2:00 p.m.
4. **Proposals**
  - 4.1. Sealed proposals for consideration will be received at the office of the Purchasing Division of the Finance Department at the Adams County Government Center, 4430 South Adams County Parkway, Fourth Floor, Brighton Colorado 80601, up to 4:00 p.m., Tuesday, May 27, 2014.
  - 4.2. The RFP opening time shall be according to the County receptionist's clock on the first floor, at this time only the names of the offerors submitting proposals will be read out loud.
  - 4.3. Proposals may be mailed or delivered in person, and **must be** in a sealed envelope clearly labeled with the submitting Company's Name, RFP number, the project name, and time of the RFP opening.
  - 4.4. No proposal will be accepted after the time and date established, per section 4.1 above, except by written addenda.
  - 4.5. **Format:** Offeror must submit sealed proposal in **one (1) original CD as a .PDF file** and seven (7) hardcopies. Proposal should not exceed **twenty (20)** sheets, submitted only on single sided, single column typed 8.5" x 11" size. The sheet count limitation applies to the actual Technical Proposal contained in the submittal. The only exceptions to the page count are the front and back cover. There is a minimum twelve (12)-point font requirement for the basic text of the entire submittal. Any charts, graphs, table of



organizations, etc., must be of readable size. Appendices of relevant information may supplement the proposal; however, information supplied in the Appendices is at the discretion of each Consultant for Firm Selection Team Member to utilize.

- 4.6. The two (2) required signature pages at the end of this document **“OFFEROR’S CERTIFICATION OF COMPLIANCE”** Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended 5/13/08 and the **“OFFEROR’S SIGNATURE PAGE”** acknowledging the receipt of addendum(s), if applicable, must be signed and included as part of the proposal packet.
- 4.7. Proposal may not be withdrawn after date and hour set for closing. Failure to enter into an agreement or honor an issued purchase order will be cause for removal of Offeror’s name from the County’s Vendor’s List for a period of twelve (12) months from the date of this RFP opening.
- 4.8. The County reserves the right to short list from the submitting Offerors and conduct interviews.
- 4.9. In submitting the proposal, the Offeror agrees that acceptance of any or all proposals by the Purchasing Division of the Finance Department within a reasonable time or period constitutes an agreement. No delivery shall become due or be accepted unless a purchase order shall first have been issued by the Purchasing Division.
- 4.10. The County assumes no responsibility for late deliveries of mail on behalf of the United States Post Office or any other delivery system.
- 4.11. The County assumes no responsibility for proposals being either opened early or improperly routed if the envelope is not clearly marked on the outside with the RFP number and solicitation name.
- 4.12. In the event of a situation severe enough to cause the Adams County Board of Commissioners to close The County Offices for any reason, the Purchasing Manager has the prerogative of rescheduling the RFP opening time and date. No proposal will be considered above all other proposals by having met the RFP opening time and date requirements to the exclusion of those who were unable to present their proposal due to a situation severe enough to cause the Commissioners to close the County Offices.
- 4.13. Proposals must be furnished in the format described in Section 4.5 above. Failure to submit proposal in the format described in Section 4.5 above may be cause for rejection of the proposal. Proposals must be furnished exclusive of taxes.
- 4.14. No award will be made to any person, firm or corporation that is in arrears upon any obligation to the County.

- 4.15. If submitting a joint venture proposal or a proposal involving a partnership arrangement, articles of partnership stating each partner's responsibilities shall be furnished and submitted with the proposal.
- 4.16. The County reserves the right to waive any irregularities or informalities, and the right to accept or reject any and all proposals, including but not limited to:
- 4.16.1. Any Proposal which does not meet bonding requirements, or,
  - 4.16.2. Proposals which do not furnish the quality, or,
  - 4.16.3. Offer the availability of materials, equipment or services as required by the specifications, description or scope of services, or,
  - 4.16.4. Proposals from Offerors who lack experience or financial responsibility, or,
  - 4.16.5. Proposals which are not made to form.
- 4.17. The Board of County Commissioners may rescind the award of any proposal within one (1) week thereof or at its next regularly scheduled meeting; whichever is later, when the public interest will be served thereby.
- 4.18. Issuance of this solicitation does not commit the County to award any Agreement or to procure or Agreement for any equipment, materials or services.
- 4.19. If a formal Agreement is required, the Offeror agrees and understands a Notice of Award does not constitute an Agreement or create a property interest of any nature until an Agreement is signed by the Awardee and the Board of County Commissioners and/or their authorized designee.
- 4.20. Only sealed proposals received by the Purchasing Division of the Finance Department will be accepted; proposals submitted telephone, E-mail, or facsimile machines are not acceptable.
5. Adams County is an equal opportunity employer.
6. The County ensures that Disadvantaged Business Enterprises will be afforded full opportunity to submit a proposal in response to all invitations and will not be discriminated against on the grounds of race, color, national origin, age, gender, or disability in consideration for an award.
7. **INSURANCE:** The Offeror agrees to maintain insurance of the following types and amounts:
- 7.1. Commercial General Liability Insurance: to include products liability, completed operations, contractual, broad form property damage and personal injury.
    - 7.1.1. Each Occurrence \$1,000,000
    - 7.1.2. General Aggregate \$2,000,000
  - 7.2. Comprehensive Automobile Liability Insurance: to include all motor vehicles owned, hired, leased, or borrowed.
    - 7.2.1. Bodily Injury/Property Damage \$1,000,000 (each accident)
    - 7.2.2. Personal Injury Protection Per Colorado Statutes

- 7.3. Workers' Compensation Insurance: Per Colorado Statutes
- 7.4. Professional Liability Insurance: to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services.
- 7.4.1. Each Occurrence \$1,000,000
- 7.4.2. This insurance requirement applies only to Offeror who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.
- 7.5. The Offeror's commercial general liability, and comprehensive automobile liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured," and shall include the following provisions:
- 7.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Offeror.
- 7.5.2. The insurance companies issuing the policy or policies shall have no response against the County for payment of any premiums due or for any assessments under any form of any policy.
- 7.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Offeror.
- 7.6. All insurers of the Offeror must be licensed or approved to do business in the State of Colorado. Upon failure of the Offeror to furnish, deliver and/or maintain such insurance as provided herein, the Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Offeror in obtaining and/or maintaining any required insurance shall not relieve the Offeror from any liability under the Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Offeror concerning indemnification.
- 7.7. Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.
- 7.8. At any time during the term of the Agreement, the County may require the Offeror to provide proof of the insurance coverage's or policies required under the Agreement.
- 7.9. The Offeror shall not commence work under the agreement until they have submitted to the County and received approval thereof, certificates of insurance showing that they have complied with the foregoing insurance.
- 7.10. All referenced insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured." The name of the RFP or project must appear on the certificate of insurance.

- 7.11. Underwriters shall have no right of recovery or subrogation against the County; it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses covered by the described insurance.
- 7.12. The clause entitled "Other Insurance Provisions" contained in any policy including the County as an additional insured shall not apply to the County.
- 7.13. The insurance companies issuing the policy or policies shall have no response against the County for payment of any premiums due or for any assessments under any form of any policy.
- 7.14. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Offeror.
- 7.15. If any of the said policies shall be or at any time become unsatisfactory to the County as to form or substance, or if a company issuing any such policy shall be or at any time become unsatisfactory to the County, the Offeror shall promptly obtain a new policy, submit the same to the Purchasing Division Manager of Adams County for approval and thereafter submit a certificate of insurance as herein above provided. Upon failure of the Offeror to furnish, deliver and maintain such insurance as provided herein, the agreement, at the election of the County, may be immediately declared suspended, discontinued or terminated. Failure of the Offeror in obtaining and/or maintaining any required insurance shall not relieve the Offeror from any liability under the agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Offeror concerning indemnification.
8. Offeror shall comply with the requirements of the Occupational Safety and Health Act (OSHA) and shall review and comply with the County's safety regulations while on any County property. Failure to comply with any applicable federal, state or local law, rule, or regulation shall give the County the right to terminate this agreement for cause.
9. **COMPLIANCE WITH C.R.S. § 8-17.5-101, ET. SEQ. AS AMENDED 5/13/08:**  
Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended 5/13/08, the Offeror shall meet the following requirements prior to signing the Agreement (purchase of service agreement) and for the duration thereof:
  - 9.1. The Offeror shall certify participation in the E-Verify Program (the electronic employment verification program that is authorized in 8 U.S.C. § 1324a and jointly administered by the United States Department of Homeland Security and the Social Security Administration, or its successor program) or the Department Program (the employment verification program established by the Colorado Department of Labor and Employment pursuant to C.R.S. § 8-17.5-102(5)) on the attached certification.
  - 9.2. The Offeror shall not knowingly employ or contract with an illegal alien to perform work under the purchase of service agreement.

- 9.3. The Offeror shall not enter into a contract with a subcontractor that fails to certify to the Offeror that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under the purchase of service agreement.
- 9.4. At the time of signing the purchase of service agreement, the Offeror has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under the purchase of service agreement through participation in either the E-Verify Program or the Department Program.
- 9.5. The Offeror shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while the purchase of service agreement is being performed.
- 9.6. If Offeror obtains actual knowledge that a subcontractor performing work under purchase of service agreement knowingly employs or contracts with an illegal alien, the Offeror shall: notify the subcontractor and the County within three (3) days that the Offeror has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the Offeror shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 9.7. Offeror shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 9.8. If Offeror violates this Section, of the Agreement, the County may terminate the Agreement for breach of contract. If the Agreement is so terminated, the Offeror shall be liable for actual and consequential damages to the County.

**End General Information**

## 10. STATEMENT AND SCOPE OF SERVICES

### 10.1. Statement of Services:

Adams County Board of Commissioners by and through its Purchasing Division of the Finance Department is accepting proposals from firms and consultants to conduct a quality of life survey of Adams County residents (refer to hereafter as the "County"). The firm and/or consultant will work closely with the County Project Manager to design the questionnaire and the survey methodology. The survey will then be executed, analyzed, and the results of the survey will be presented in a final report. The quote for this project shall include a description of qualifications, key persons, references, an approach to the project, detailed scope of services, estimate of costs, and a timeline (by task).

#### 10.1.1. Background

10.1.1.1. In 2012, the County conducted a resident Quality of Life survey to evaluate service delivery and establish a baseline for residents' levels of satisfaction with services provided by the County. The County now wishes to update the survey to measure any changes to residents' levels of satisfaction. In addition, the County also wishes to continue the process of identifying areas within the provision of services where there are opportunities to improve efficiency and service levels over time.

#### 10.1.2. Related Available Information

10.1.2.1. In May 2012, the County conducted a Quality of Life Survey of Adams County for residents. The survey was designed to establish a baseline for residents' satisfaction level with services provided by the county, to give residents an opportunity to provide input to the county on areas of strength and opportunities for improvement and to communicate priorities for planning purposes and resource allocation. The county has used the results of the survey in a variety of ways including the start of the transition to performance based budgeting, the county report card project for performance management, the formulation of department goals, the Comprehensive Plan and other county plans, initiatives and programs. Detailed information, including the survey results and all relevant background information can be found at the referenced link: <http://adcogov.org/index.aspx?nid=283>

10.1.2.2. In addition, in August 2011, Ciruli and Associates conducted a survey of a sample of the County's residents regarding two (2) specific questions: increasing the BOCC from three (3) to five (5) members and establishing a home rule charter for the County. Additionally, this survey asked several questions related to general satisfaction with the delivery of services.

10.2. Purpose

10.2.1. It is the desire of the County to provide residents an opportunity to provide input to the County on areas of strength and opportunities for improvement, and to communicate priorities for planning purposes and resource allocation. The County seeks recommendations as to the form, content, methodology, and process for the survey:

10.2.1. This project shall include all of the work associated with conducting a Quality of Life Survey in accordance with the recommendations that come out of the survey design phase of this project. The consultant or firm shall then perform the Quality of Life Survey, summarize, and analyze its results.

10.3. Scope of Service

10.3.1. The Technical Proposal shall include a scope of services detail in how, at a minimum, the Project Team will accomplish the project goals and the specific tasks.

10.3.2. Phase I will include all of the work required leading up to the execution of the survey. The following deliverables will be required:

10.3.2.1. Conduct Outreach

Before, during, and after the completion of Phase 1, the consultant or firm must conduct outreach with the internal and external agencies that provide services in the County. The objectives of these meetings should include, but may not necessarily be limited to the following: informing these departments, offices, and agencies about the Quality of Life Survey process, obtaining their input, identifying key issues within their department to measure within the survey, presenting draft survey questions, providing updates on the process, and presenting the final draft of the survey, etc.

10.3.3. All of the following groups should be consulted during the development of the strategy document:

10.3.3.1. Internal Agencies should include the following: Assessor, Clerk and Recorder, Coroner, Community Corrections, County Manager's Office, County Attorney, County Commissioners, District Attorney, Office of Emergency Management, Facilities Planning and Operations, Finance and Information Technology Department, Human Resources Department, Human Services Department, Neighborhood Services Department, Parks and Community Resources Department, Planning and Development Department, Office of Performance and Sustainability, Transportation Department, Office of the Public Trustee, Sheriff's

Office, and Treasurer, and any other offices or departments under the direction of the Board of County Commissioners and the County Manager.

- 10.3.3.2. External agencies should include, but are not limited to: all applicable fire districts, recreation districts, water and sanitation districts, and any additional special districts in unincorporated Adams County.

10.3.4. Design Survey Questionnaire

- 10.3.4.1. Develop a survey questionnaire to be used to evaluate the delivery of County services within the County. The consultant or firm should review the questionnaire from the 2012 Quality of Life Survey and make recommendations as to which questions to continue to measure and which questions to change or eliminate. The consultant or firm should identify specific topics that could be measured in a quality of life survey to determine resident priorities and preferences as they relate to the quality and means by which services are delivered.

- 10.3.4.2. The County operates under a County Manager form of government with a three-member Board of County Commissioners and eight (8) additional elected or appointed officials. The County's Board of Commissioners sets policy and provides direction to the County Manager, who then oversees the day-to-day operations of the eight (8) county departments. There are eight (8) other elected or appointed officials who oversee their own individual offices. As a result, consideration of this structure should be addressed within the survey design process as it relates to the evaluation of services provided within the County. In addition to the internal department and offices within Adams County government, certain services provided within unincorporated Adams County, such as water and sanitation, are provided by special districts and entities that are outside of the Adams County government. The survey design should account for this structure of service delivery.

- 10.3.4.3. In addition, the County wishes to utilize the survey to supplement the efforts of the Neighborhood Services Department, which will be initiating an update to the County's Consolidated Plan. The Consolidated Plan identifies needs for housing, community and economic development in the County. Coordination with these efforts will be required.

- 10.3.4.3.1. The questionnaire should include the baseline questions from the 2012 Quality of Life Survey. The consultant or firm shall work with the County's project manager to identify which questions will remain and which will be



modified. It is anticipated that approximately 18-20 questions will be modified and the remaining questions will be unchanged, including the demographic questions.

10.3.5. Provide Outline of Survey Methodology

10.3.5.1. The consultant or firm shall prepare the final format of the survey questionnaire as a result of the outreach process described above. In addition, the consultant or firm shall prepare an outline of the methodology to conduct a quality of life survey of the County residents. The objectives of the survey should be defined clearly and concisely and the required tasks should be easily understandable.

10.3.5.1.1. The proposal should clearly explain any proposed outreach options for non-English speaking residents.

10.3.6. Phase 2 of this project will include the execution of the survey itself, analysis of the survey results, presentation of the survey results, and related tasks. The consultant or firm shall be required to present findings upon completion of Phase 2 in the form of a final report that outlines the results of the Quality of Life Survey. The following deliverables are required upon completion of Phase 2 of this scope of work:

10.3.6.1. Ten (10) copies of the final draft shall be submitted for review. Once all corrections have been made and approved by the County, an additional ten (10) hard copies of the approved final strategy document shall be provided. In addition, the strategy document shall be provided to the County electronically in both Microsoft Word and as an Adobe PDF document.

10.3.7. Present Quality of Life Survey Results

10.3.7.1. One (1) to two (2) in-person presentations will be required throughout the course of Phase 2.

10.3.8. Timeline

10.3.8.1. The County wishes to have this project completed in a timely fashion in order to be responsive and transparent to County residents. As such, the County proposes the following timeline:

10.3.8.1.1. Phase 1 as outlined in this scope of work should be completed within thirty (30) days after the agreement is awarded.

10.3.8.1.2. Phase 2 includes the execution of a Quality of Life survey and the completion of a final report summarizing the results. The County's goal is to complete this project by the August 2014.

10.3.8.1.3. Deviation from this timeline should be elaborated upon by the consultant or firm.

**11. FEE SCHEDULE AND PAYMENT:**

11.1. The Offeror must provide a scope of service to include annual fee schedule and the approximate number of hours for undertaking this project. A detailed breakdown of all costs should be included within the proposal.

11.2. The Offeror must submit incurred expenses monthly with supporting documents.

**12. HOURS OF WORK:**

12.1. The County's normal work hours at the site are from 8:00 a.m. to 4:30 p.m., Monday through Friday, excluding holidays.

**13. TERM OF THE AGREEMENT:**

13.1. Award of this solicitation will result in the establishment of a signed County Agreement for a period from the date of the issuance of the notice to proceed (NTP).

**14. CONFLICT OF INTEREST:**

14.1. The Offeror warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services being required under the solicitation.

**15. INDEPENDENT OFFEROR:**

15.1. Offeror shall perform its duties hereunder as an independent contractor and not as an employee. Neither Offeror nor any agent or employee of Offeror shall be deemed to be an agent or employee of the County. Offeror and its employees and agents are not entitled to unemployment insurance or workers compensation benefits through the County and the County shall not pay for or otherwise provide such coverage for Offeror or any of its agents or employees. Unemployment insurance benefits will be available to Offeror and its employees and agents only if such coverage is made available by Offeror or a third party. Offeror shall pay when due all applicable employment taxes and income taxes and local head taxes incurred pursuant to the Agreement.

15.2. Offeror shall not have authorization, express or implied, to bind the County to any agreement, liability or understanding, except as expressly set forth in the agreement. Offeror shall (a) provide and keep in force workers' compensation and unemployment compensation insurance in the amounts required by law, (b) provide proof thereof when requested by the County, and (c) be solely responsible for its acts and those of its employees and agents.

**16. NONDISCRIMINATION:**

- 16.1. The Offeror shall not discriminate against any employee or qualified applicant for employment because of age, race, color, religion, marital status, disability, sex, or national origin. The Offeror agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the local public agency setting forth the provisions of this nondiscrimination clause. The County is an equal opportunity employer.
- 16.2. The Offeror will cause the foregoing provisions to be inserted in all subcontracts for any work covered by the Agreement, so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

**17. PROPOSAL PREPARATION INSTRUCTIONS:**

- 17.1. This section is intended to indicate the minimum items required with each proposal in order to be properly evaluated. At a minimum each proposal should include the following information. Please prepare your proposal utilizing the following format. Provide a complete response to each item and include at the front of your proposal.
  - 17.1.1. Experience. Clearly indicate the specific experience of the individual/firm of projects of the same scale and type as this project. List the projects and indicate the length of each period.
  - 17.1.2. Methods and Means Response. Provide a response that defines the methods and means by which the offeror will perform the services outlined in the scope of service.
  - 17.1.3. Portion of Project to be Subcontracted. Submit a list of the portion of the project to be subcontracted, a percentage and the names of the proposed sub-consultants and work experience with offeror.
  - 17.1.4. Key Personnel. Provide a complete list of key personnel on the project and all sub-consultants working on the project, along with their professional experience (project and dates) and their role/responsibility in the project. Indicate how much time for each person, including the Project Manager, will be dedicated to this project and each person's role/responsibility with this project. Also, clearly identify what assistance the County's Project Manager will need to provide for each task.
  - 17.1.5. Detailed scope of services including product for each project element with an timelines.
  - 17.1.6. At least three (3) references shall be provided for similar projects.
  - 17.1.7. A W-9 form shall be completed and returned with proposal.

**CONTRACTOR'S CERTIFICATION OF COMPLIANCE**

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et. seq.*, as amended 5/13/08, as a prerequisite to entering into an agreement for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached agreement for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et. seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached agreement for services.

CONTRACTOR:

**NATIONAL RESEARCH CENTER INC.**

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name (Print or Type)

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Title

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering

**Signature Page**

IN WITNESS WHEREOF, the Parties have caused their names to be affixed hereto.

**ADAMS COUNTY, COLORADO**

**By:**

\_\_\_\_\_  
County Manager

\_\_\_\_\_  
Date:

**CONTRACTOR**

**NATIONAL RESEARCH CENTER INC.**

**By:**

\_\_\_\_\_  
Name (Print or Type)

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Title

**Attest:**

Karen Long, Clerk and Recorder

\_\_\_\_\_  
Deputy Clerk

**APPROVED AS TO FORM:**

Adams County Attorney's Office

By:

\_\_\_\_\_  
Attorney's Signature

**NOTARIZATION:**

COUNTY OF \_\_\_\_\_ )

)SS.

STATE OF \_\_\_\_\_ )

Signed and sworn to before me this \_\_\_\_ day of \_\_\_\_\_, 2014,

by \_\_\_\_\_,

\_\_\_\_\_  
Notary Public

My commission expires on: \_\_\_\_\_

**ADAMS COUNTY, COLORADO  
PURCHASE OF SERVICE AGREEMENT**

THIS AGREEMENT ("Agreement") is made this 9<sup>th</sup> day of July 2014, by and between the Adams County Board of County Commissioners, located at 4430 South Adams County Parkway, Brighton, Colorado 80601, hereinafter referred to as the "County," and **NATIONAL RESEARCH CENTER INC.**, 2955 Valmont Road, Suite 300, Boulder, Colorado 80301, hereinafter referred to as the "Contractor." The County and the Contractor may be collectively referred to herein as the "Parties".

The County and the Contractor, for the consideration herein set forth, agree as follows:

**1. SERVICES OF THE CONTRACTOR:**

1.1. All work shall be in accordance with the attached **RFP 2014.125** as **Exhibit A** and the Contractor's responses to the RFP 2014.125 attached hereto as **Attachments A1-A3**, and incorporated herein by reference. Should there be any discrepancy between **Attachments A1-A3** and this Agreement the terms and conditions of this Agreement shall prevail.

1.2. Emergency Services: Not Applicable.

**2. RESPONSIBILITIES OF THE COUNTY:** The County shall provide information as necessary or requested by the Contractor to enable the Contractor's performance under this Agreement.

**3. TERM:**

3.1. Term of Agreement: The initial term of this Agreement shall be for one hundred and twenty (120) days from the date of execution by Adams County Board of County Commissioners, unless sooner terminated as specified elsewhere herein.

3.2. Extension Options: Not applicable.

**4. PAYMENT AND FEE SCHEDULE:** The County shall pay the Contractor for services furnished under this Agreement, and the Contractor shall accept as full payment for those services, in an amount not to exceed **forty-nine thousand, seven hundred and forty-six dollars and no cents** (\$49,746.00), in accordance with the attached fee schedule reference in **Attachment A1** for the initial year.

4.1. Payment pursuant to this Agreement, whether in full or in part, is subject to and contingent upon the continuing availability of County funds for the purposes hereof. In the event that funds become unavailable, as determined by the County, the County may immediately terminate this Agreement or amend it accordingly.

- 8.2. Comprehensive Automobile Liability Insurance: to include all motor vehicles owned, hired, leased, or borrowed.
- 8.2.1. Bodily Injury/Property Damage: \$1,000,000 (each accident)
- 8.2.2. Personal Injury Protection: Per Colorado Statutes
- 8.3. Workers' Compensation Insurance: Per Colorado Statutes
- 8.4. Professional Liability Insurance: to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services, as applicable.
- 8.4.1. Each Occurrence: \$1,000,000
- 8.4.2. This insurance requirement applies only to Contractors who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.
- 8.5. Adams County as "Additional Insured": The Contractor's commercial general liability, comprehensive automobile liability, and professional liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured," and shall include the following provisions:
- 8.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Contractor.
- 8.5.2. The insurance companies issuing the policy or policies shall have no recourse against the County for payment of any premiums due or for any assessments under any form of any policy.
- 8.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.
- 8.6. Licensed Insurers: All insurers of the Contractor must be licensed or approved to do business in the State of Colorado. Upon failure of the Contractor to furnish, deliver and/or maintain such insurance as provided herein, this Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under this Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.
- 8.7. Endorsement: Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.

10.5. Waiver: Waiver of strict performance or the breach of any provision of this Agreement shall not be deemed a waiver, nor shall it prejudice the waiving party's right to require strict performance of the same provision, or any other provision in the future, unless such waiver has rendered future performance commercially impossible.

10.6. Force Majeure: Neither party shall be liable for any delay or failure to perform its obligations hereunder to the extent that such delay or failure is caused by a force or event beyond the control of such party including, without limitation, war, embargoes, strikes, governmental restrictions, riots, fires, floods, earthquakes, or other acts of God.

10.7. Notice: Any notices given under this Agreement are deemed to have been received and to be effective: (1) three (3) days after the same shall have been mailed by certified mail, return receipt requested; (2) immediately upon hand delivery; or (3) immediately upon receipt of confirmation that an E-mail was received. For the purposes of this Agreement, any and all notices shall be addressed to the contacts listed below:

**County:**

Department: Adams County Innovation, Sustainability, and Performance  
Management Office

Contact: Nick Kittle, Project Manager

Address: 4430 S. Adams County Pkwy, 5<sup>th</sup> Floor,

City, State, Zip: Brighton, Colorado 80601

Office Number: 720.523.6794

E-mail: [nkittle@adcogov.org](mailto:nkittle@adcogov.org)

Department: Adams County Purchasing Division

Address: 4430 South Adams County Parkway, Suite C4000A

City, State, Zip: Brighton, Colorado 80601

Department: Adams County Attorney's Office

Address: 4430 South Adams County Parkway

City, State, Zip: Brighton, Colorado 80601

**Contractor:**

Company: National Research Center Inc.

Contact: Thomas I Miller, PhD, President & CEO

Address: 2955 Valmont Road, Suite 300

City, State, Zip: Boulder, Colorado 80301

Office Number: 303.444.7863

E-mail: [tom@n-r-c.com](mailto:tom@n-r-c.com)

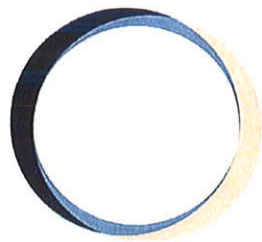
10.8. Integration of Understanding: This Agreement contains the entire understanding of the parties hereto and neither it, nor the rights and obligations hereunder, may be changed, modified, or waived except by an instrument in writing that is signed by the parties hereto.



- 12.6. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 12.7. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 12.8. If Contractor violates this Section, of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

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**Adams County • Quality of Life Survey**  
A Response to a Request for Proposal by



**NRC**  
National Research Center Inc

Date of Submittal:  
May 27, 2014



# NRC

National Research Center Inc

Adams County Administration Building  
4430 South Adams County Parkway  
4th Floor, Purchasing Department  
Brighton, CO 80601

May 27, 2014

Dear Ms. Casteel and the evaluation team,

On behalf of National Research Center, Inc. (NRC), I am pleased to submit this proposal to the Adams County Board of Commissioners to develop and implement a quality of life survey for Adams County.

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 conducted more than 1,000 resident surveys for local governments across the U.S. and in other parts of the world and have surveyed in over 30 communities across Colorado's Front Range, including Adams County. Our unique understanding of the County's use of these survey data and the successful administration of the 2012 survey position us well to provide you services that represent the best value for Adams County and allow for a seamless transition in 2014.

As in 2012, we expect to collaborate closely with Adams County staff on all steps of the process, from putting the finishing touch on the survey instrument and outline of methodologies 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 years of experience providing in-depth consultation to local government leaders in hundreds of jurisdictions. NRC's strong reputation in Colorado and across the nation, our 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 Erin Caldwell ([erin@n-r-c.com](mailto:erin@n-r-c.com)), the project manager, with any questions you may have. We look forward to speaking with you about this important project.

Kindest regards,

Thomas I Miller, PhD  
President



### 17.1.1 EXPERIENCE

NRC is the well-known and highly regarded citizen survey research firm located in Boulder that operates throughout Colorado and worldwide. With a focus on local government research, NRC principals have been leading the strategic use of surveys since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying: *Citizen Surveys: How to do them, how to use them, what they mean*. We have pioneered the citizen survey industry, creating new and innovative tools and analyses that provide our clients with the most useful information so they can take action and implement new policies or programs or modify existing ones. We wrote a second book to help jurisdictions understand how to use survey results effectively: *Citizen Surveys: A comprehensive guide to making them matter* (published by the International City/County Management Association (ICMA) in January 2009).

Over the past 20 years, NRC has conducted more than 1,000 surveys of residents for local jurisdictions, ranging in population size from approximately 1,500 residents to over one million. Many of these surveys have been used extensively in performance measurement, council goal setting and strategic planning. We have designed and managed large and small samples, conducted focus groups and town hall meetings linked to survey findings and strategic planning, and even have facilitated strategic planning workshops with staff and Councils. We know what it takes to do a complicated project right and we commit to complete it with rigorous methods and accurate results.

We have in-house capability and expertise to meet all survey project development, analysis and reporting needs, and we manage project resources responsibly. We assign dedicated project staff, and take advantage of an expanded staff network to support all projects with collaborative idea-generation to enhance productivity and ensure the best process and product for our clients. We also are part of a larger community that includes our local government clients, organizations that support local government [ICMA, the American Society of Public Administration (ASPA) and the American Evaluation Association (AEA)], survey research firms and associations of professionals interested in innovative quality research methods [American Association of Public Administration (AAPOR) and the Council of American Survey Research Organizations (CASRO)], and we take seriously our responsibilities to these communities.

We understand the limitations of government resources and we have vast experience working with organizations operating with restricted research budgets. NRC specializes in efficient, quality research designed for the real world. NRC purposefully has avoided the weight of carrying a telephone call center as an in-house resource because we do not want to be anchored by the financial pressure to recommend telephone surveying when other methods – mail, web or in-person – can yield better data, higher response rates or lower costs. By avoiding ownership of a telephone field service, we are able to provide a dispassionate perspective about the best data collection method for our clients.

Because we have generated custom-crafted questions for more than 1,000 survey projects and because we have a deep understanding of the economic and government environment in Colorado's Front Range, we have the experience and instinct to develop concise and effective questions for Adams County's unique concerns. We can provide guidance on which questions to incorporate into the survey that will provide the most valuable input for the Neighborhood Services Department's update to the County's Consolidated Plan.

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



We will use our survey research expertise to provide guidance, including pros, cons and recommendations to County staff to facilitate decision making. We are accustomed to making such technical information accessible and clear in discussions and in writing.

We believe that it is our responsibility to be quick and thorough in our responses, whether to general project questions or in producing a new survey draft, as examples.

## **PHASE 1: CONDUCT OUTREACH, QUESTIONNAIRE DESIGN, PROVIDE OUTLINE OF SURVEY METHODOLOGIES**

### **CONDUCT OUTREACH ABOUT SURVEY QUESTIONS**

An initial project kick-off meeting will provide an important opportunity to explore the Quality of Life Survey's intended uses and the County's objectives for individual survey questions. Starting with the six-page 2012 survey, NRC staff and the County's internal project team will investigate first the usefulness of individual questions to determine whether each item should remain or may be ripe for revision or removal. We take seriously your investment in building a multi-year trend line and will work with you to assure that core questions remain unchanged.

After an initial review of the 2012 questionnaire with the County's internal project team, NRC will coordinate with all 24 departments and offices within the County government as well as the external agencies identified by the County to gather their input on the survey. As in 2012, NRC proposes using an online approach to assess the needs and concerns of each department and external agency. This web-based survey will provide an efficient means of obtaining input key stakeholders. Through an iterative process between the Board of County Commissioners (BOCC) and County and agency staff, NRC staff will collect and summarize information gathered through web-based surveys to efficiently prioritize preferences of survey questions and response options.

Our geographic proximity to Adams County will permit us to provide guidance to the County's internal survey team through a combination of in-person, email and telephone communications, as best fits the County's preferences and needs. (Our cost estimate includes up to six in-person meetings in Phase 1 with the BOCC, County departments and special districts.)

### **QUESTIONNAIRE DESIGN**

We expect the survey to cover a broad range of topics similar to 2012 including, but not limited to, aspects of quality of life, community characteristics, safety, quality of services and government performance. To allow for comparison of the survey results over time, we recommend and anticipate that most of the questions on the 2012 survey will remain the same, with some questions (roughly 18-20, as specified in the RFP) that will be revised or eliminated to create room for possible new questions. Additionally, we will ensure that questions on the survey will address the data needs of the County's Neighborhood Services Department's update to the Consolidated Plan. We will provide draft question wording for new or revised topics to ensure that questions capture the intended meaning for Adams County. We will provide feedback regarding which questions are most commonly asked in other communities across the country and within the Front Range to maximize the benefit of benchmark comparisons.

NRC will work with the County to ensure that the final survey includes all desired questions, with optimal question wording. We will ensure that the survey questions are clear, concise and free of bias to maximize the quality and usefulness of the data collected for actionable results. We also will 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.

Table 1: Comparison of administration methods for general population surveys

Issue	Phone	Mail	Web <sup>1</sup>
Expense per completed survey	Moderately expensive	Moderately inexpensive	Moderately inexpensive
Speed of administration	Moderately fast	Moderately slow	Moderately fast
Typical response rate	Fair	Excellent	Fair
Ability to obtaining candid responses	Fair	Excellent	Excellent
Elimination of interviewer bias	Fair	Excellent	Excellent
Ability to get at in-depth topics	Good	Good	Fair
Use of visual aids	Poor	Good	Good
Enforcement of question order	Excellent	Poor	Good
Inclusion of illiterate respondents	Good	Poor	Poor
Inclusion of young adults	Poor	Poor	Fair
Inclusion of respondents of lower socioeconomic status	Fair	Fair	Poor
Specifying sub-geographic locations	Poor	Excellent	Poor
Comfort for older adults	Fair	Excellent	Poor

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### METHOD FOR SELECTING SURVEY RECIPIENTS

All households located within Adams County would be eligible for the survey, including both the incorporated and unincorporated areas. 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 pinpoint the location of each address to assure it is within the County boundaries, as well as identify if the address is in unincorporated or incorporated Adams County. In addition, NRC can track other areas of the County (e.g., County district), if desired, and will provide recommendations to the County's internal survey team regarding best practices so that any subgroup comparisons are valid and useful.

NRC will scientifically and randomly select households to receive the survey and will select without bias the household member to participate. This methodology helps ensure that attitudes expressed by our respondent sample closely approximate the attitudes of all adult residents living in Adams County. Without this step in survey research, it is likely that results would be biased towards those who are more sedentary and those without jobs (who may have different opinions about some services).

### NUMBER OF COMPLETED SURVEYS AND MARGIN OF ERROR

The relationship between the number respondents and the associated precision of estimates or margin of error (at the 95% confidence level) is shown in the adjacent table. Because response rates have been on the decline in recent years and the lower response to the 2012 Quality of Life (17%), NRC proposes increasing the mailing size to 4,000 households (from 3,000) in Adams County -- 2,000 from unincorporated areas and 2,000 from incorporated areas. Through a rigorous multi-contact strategy, we will maximize the number of completed surveys.

Number of completed surveys	Margin of error
100	±9.8%
300	±5.7%
450	±4.6%
600	±4.0%
750	±3.6%

<sup>1</sup> As a stand-alone data collection method with recruitment via mailed invitations with multiple contacts, the response rate for web has improved markedly in recent years. Depending on the features of the survey, like topic, length and target population, web often remains more economical when paired with a mailed survey (permitting responses via either method) or when a complete list of email addresses is available for the population of interest, as often is the case for members of organizations.

survey will be available in English and Spanish.

- 3) A second survey packet will be scheduled to arrive one week after the first survey packet. The cover letter, which also will include both English and Spanish instructions, 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 in English or Spanish also will be included on this letter.

#### MAILING PREPARATION

The list of selected 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 all survey packets) and affix the required postage. The survey packet will include NRC's postage-paid business reply envelope.

#### 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.

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 as well as other forms of quality control will be performed.

#### 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 unincorporated Adams County. Weighting is an important method to adjust for potential non-response bias. 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 look at the demographic profile of residents who returned the survey compared with the US Census profile of unincorporated Adams County. We consider these disparities along with others and accordingly increase or decrease the weight of each respondent to mimic as closely as possible the demographic profile of unincorporated Adams County as described by the US Census. The weighting variables to be considered will be all those demographics included on the survey, particularly those used for the 2012 survey. Additionally, NRC has extensive experience with complex weighting schemes required with sampling by geographic subareas. Weighting is the approach used by quality survey consultancies to ensure that the demographic characteristics of the sample mirror the overall population.

##### Methods Highlight

*Results must be weighted to match your overall population profile. Without this key step, results are not correctly generalizable to your entire population.*

#### 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,

- » Louisville      » Parker      » Thornton      » Wheat Ridge
- » Northglenn    » Pueblo      » Westminster    » Windsor

## REPORTING THE RESULTS

The analysis and reporting of the results occur concurrently and cyclically so that we are constantly exploring meaningful ways to share your results, both in terms of the exact analysis chosen and also the way in which that analysis is displayed in graphical or tabular form. We recognize that the report must serve staff and council members, appointed boards and commissions as well as the lay public and it must be a document that the media can understand and find robust should they wish to press its credibility. These are challenges we accept enthusiastically.

NRC appreciates that most readers want to understand the broader patterns and interpretations of data, so our professionally designed graphics are engaging and pop with clear information. Our reports are comprehensive and include technical and detailed numbers and information, but not at the expense of the day-to-day usefulness of the documents (see links to examples in the section, *17.1.6 References for Similar Projects*). We are careful about our communication. You will not need a degree in statistics to understand the survey results. All the technical details are in appendices for those who wish to read them (and so that the survey can be repeated by any vendor you choose), but we make sure the report body tells the story of the survey results in a stylish, colorful, informative and simple manner. For further ease, we also include an executive summary that gives a quick overview of results while highlighting key findings. Additionally, NRC can discuss with County staff the usefulness of organizing the 2014 report of results around County's goals or objectives set in the Comprehensive Plan or another planning document so that readers can more easily align the survey data with the priorities set by County staff and officials.

We will prepare the report in Microsoft® Word (as well as convert documents into a PDF format). We will provide you with your electronic numeric dataset in any preferred format (such as SPSS or Excel). The final dataset of the survey results will responses for all questions as well as a variable indicating the geographic subarea(s) the County decides to track (e.g., District, incorporated versus unincorporated, etc.). (Additionally, NRC can provide to the County in an Excel spreadsheet crosstabulations of the survey data compared by geographic areas if the County would like to create maps of responses by geographic area (e.g., ratings of quality of life compared by incorporated versus unincorporated Adams County).) Verbatim responses to open-ended questions can be provided in document or database form, as desired. As requested in the Request for Proposal, NRC will provide the County with 10 copies of the final draft report and, once the draft report has been finalized, an additional 10 copies will be provided (all report copies will be printed in black and white, double-sided).

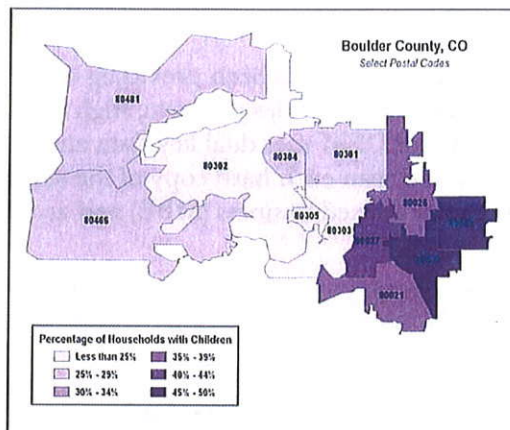
## MAPPING RESULTS

We are able to link the subarea of residence (e.g., District) for each respondent, if desired – or even include a specific ID on each survey and use the precise geographic location of each address – to group residents by subareas 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 U.S.) to create a series of interactive maps: <http://www.nytimes.com/interactive/2009/03/07/nyregion/20090307-nyc-poll.html>).

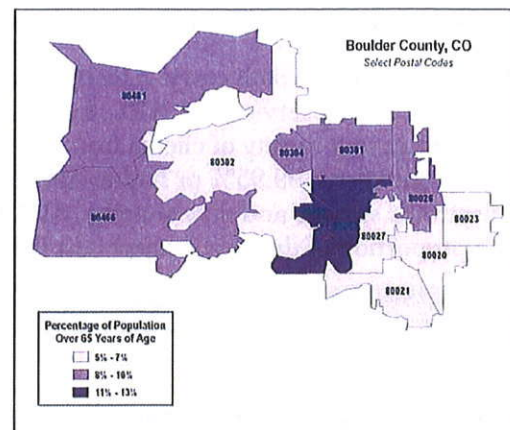
For an additional fee, NRC can provide a color-shaded map for any or every question on the survey, if useful. We will provide interpretation of the maps so that readers are not left to make sense of the maps



Map 5: Example from Recent Client Report



Map 6: Example from Recent Client Report



## PRESENTATIONS TO THE BOCC

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 the BOCC, 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 in Colorado will be especially helpful to providing you the credibility and trust that top level managers expect. NRC will conduct up to two presentations of the Quality of Life Survey results to the County. The PowerPoint materials will be provided to the County for its future use.

## CONSULTING AND CONTINUED SUPPORT

We know that an effective report will be reviewed and discussed by many people in Adams County after we have completed any formal presentations and workshops, and that new questions may arise. We commit to supporting these discussions by offering crosstabulations and other additional analyses of results when needed at no cost to the Adams County during the six months following the presentation to Board. And, though we will not abandon you with your data, we always will provide you with the electronic dataset of your responses for your future reference and use.

### 17.1.3 PORTION OF PROJECT TO BE SUBCONTRACTED

No sub-contractors will be used during the course of the services. However, two external vendors will be used for conducting the Quality of Live Survey. NRC supports working with minority-owned businesses, small businesses and local businesses. NRC has maintained partnerships with our print/mail vendor (MailGraphics) and our data entry vendor (ARDEM) for many years. NRC values our relationships with these vendors and has established that they provide the highest quality work for the cost of services. Both of these vendors assisted with Adams County's survey in 2012.

**MailGraphics, Inc.** has assisted with the previous Adams County survey administrations. It will provide the mailing list, print the survey materials and prepare the mailings. MailGraphics has offered mailing, data entry and data processing services for over 15 years. The organization serves Boulder, Boulder County, the northern Denver Metro area and several customers as far away as New York. MailGraphics has established a reputation for high-quality, responsive, reliable, customer-oriented

Quote from National Research Center, Inc.

Figure 1: Project Staff, Roles and Responsibilities

**National Research Center, Inc. Staff****Tom Miller, PhD, President**

- Approximate amount of time allotted to project: 4 hours
- Project oversight and quality assurance
- 20+ years of survey experience

**Erin Caldwell, MSPH, Senior Research Associate**

- Approximate amount of time allotted to project: 90 hours
- Project co-manager and day-to-day contact
- Develops instrument and sampling plan, conducts analyses, writes report
- Delivers presentations to BOCC
- 20+ years of survey experience

**Laurie Urban, BA, Senior Research Associate**

- Approximate amount of time allotted to project: 78 hours
- Project co-manager and day-to-day contact
- Assists with sampling, instrument development, data analysis and report writing
- Delivers presentations to BOCC
- 11 years of survey experience

**Chelsey Farson, BA, Project Manager**

- Approximate amount of time allotted to project: 57 hours
- Secondary contact
- Assists with sampling, instrument development, data analysis, report writing, creates presentation materials
- 3 years of survey experience

**Adams County Staff**

- Guidance on the questions you would like to remove from/add to the survey
- Contact information for the various stakeholder groups for outreach in Phase 1
- Assistance with organizing meetings
- A map (or GIS shape file, if available) delineating the County boundaries or other geographic areas that will be tracked via the survey
- Reviews of draft documents
- Approval of all documents





**Laurie Urban, BA**, senior research associate, holds a degree in Speech Communications with a focus in Public Relations. In her almost 12 years with NRC, Laurie's excellent communication skills are used daily in interactions with clients and have served NRC well in fostering positive customer satisfaction. Throughout her tenure with NRC, Laurie has conducted and supervised numerous research projects, many with repeat clients in Colorado, creating data collection instruments and sampling plans; overseeing pre-testing and data collection for mail, telephone, web and intercept surveys; analyzing data using regression analysis, cluster analysis, and frequencies, means and cross-tabulations to summarize data findings; writing reports with focus on meeting client information needs; presenting survey findings to clients; developing and conducting meetings, trainings and focus groups; and providing technical assistance to clients.

Additionally, Laurie manages many of NRC qualitative research projects, including focus groups and key stakeholder interviews. She handles all aspects of the project including participant recruitment, script development, facilitation, analysis and report writing.

Laurie also helps to design new business proposals, mentor new project managers and support co-workers in various capacities. She also manages The National Employee Survey (The NES)<sup>TM</sup> and the Parks and Recreation Community Survey (PARCS)<sup>TM</sup>, and has managed several business surveys for local governments.

Laurie has managed scores of resident survey projects; most recently for the following communities: Fort Collins, CO 2013; Rockville, MD 2013; Westminster, CO 2012; Arvada, CO 2013; Flagstaff, AZ 2013; Minneapolis, MN 2012; Greeley, CO 2013; Wheat Ridge, CO 2014; Aspen, CO 2013; Lone Tree, CO 2013; and Reston, VA 2012.



**Chelsey Farson, BA**, project manager, has a degree in Business Administration with a focus in Management from Leeds Business School at the University of Colorado. Prior to joining the NRC team, Chelsey gained experience as an event management and marketing professional. She has developed skills in drafting press releases and marketing materials, as well as conducting market research for intellectual property generated from the research enterprise at the University of Colorado. At NRC, Chelsey has assisted with or managed a wide range of survey projects, including The National Citizen Survey<sup>TM</sup>. Across these projects, Chelsey has developed survey questions, devised and implemented complex sampling plans, analyzed survey data and provided insightful commentary on the results. Chelsey also excels at document design and puts the final touches on reports and presentations.

Chelsey has worked with Erin and Laurie on a number of survey projects in her tenure at NRC and most recently has collaborated on resident surveys for the following communities: Boulder, CO 2014; Takoma Park, MD 2014; Flagstaff, AZ 2013; Westminster, CO 2014; Arvada, CO 2013; and a set of survey projects for five counties in Minnesota in 2012. Over the coming months, Chelsey will be the project manager for the 2014 Arapahoe County, CO Citizen Survey.



## PHASE 1

Activity	Date
Contract execution and project initiation .....	June 13, 2014
Coordinate with County offices, departments and external agencies.....	June 16 – June 27
Questionnaire development (iterative process) .....	through July 3
➔ <b>Deliverable 1:</b> Final outline of survey methodology and questionnaire submitted .....	
	July 11

## PHASE 2

Activity	Date
Finalize survey materials (postcards, letters, and envelopes).....	by July 7
Finalize mailing list .....	by July 11
Mailing materials and survey printed .....	through July 18
Mail prenotification postcard.....	July 15
Mail first wave of surveys .....	July 21
Mail second wave of surveys .....	July 28
Data collection, cleaning and coding of surveys .....	through August 29
Electronic data entry.....	through September 3
Data analysis and report writing .....	through September 22
➔ <b>Deliverable 2:</b> Draft report submitted electronically for review along with 10 printed copies.....	
	September 22
County review of draft report .....	through September 29
➔ <b>Deliverable 3:</b> Final report submitted electronically (in Word and PDF format) along with 10 printed copies .....	
	October 6
Presentations to BOCC.....	TBD
➔ <b>Deliverable 4:</b> Final PowerPoint presentation files submitted electronically .....	
	TBD

## 17.1.6 REFERENCES FOR SIMILAR PROJECTS

Below are three references for which we have performed work that are either similar in scope or sought to accomplish outcomes similar to those desired by Adams County. These projects 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 provided a brief description of the project, the project length, links to sample reports or presentations and the main client contact for the project.

## CITY OF WESTMINSTER, CO CITIZEN SURVEY (BIENNIALY FROM 1992-2014)

Currently underway, the 2014 Westminster Citizen Survey represents the 12th iteration of a regular, periodic survey of Westminster residents' opinions that NRC has conducted on behalf of the City since 1992. The survey is used to monitor the quality of Westminster services and government, assess quality of life in the community and provide information for planning and budgeting processes. The same systematic method for sampling residents and the same set of core questions for each survey administration. Surveys were mailed to a random sample of 3,000 households in late February 2014. Data collection for the 2014 survey is wrapping up and just over 800 responses are expected, similar to the 2012 survey.

completed and returned the survey, providing a response rate of 34%. Comparisons were made to previous survey administrations as well as to jurisdictions in NRC's benchmark database. Two presentations of the survey results were made – one to City staff and one to City Council.

The City of Arvada recently created an integrated performance management system called *Focus Arvada*, which includes strategic planning for both City Council and the individual City departments. The citizen survey results serve as one tool in this data-driven system and are being used by City staff to help measure the outcomes and goals of the strategic plans and *Focus Arvada*.

Contact: Wendy Forbes, Communications Manager, City of Arvada  
720.898.7507, [wforbes@arvada.org](mailto:wforbes@arvada.org)

2013 Report: [http://static.arvada.org/docs/Arvada\\_Citizen\\_Survey\\_Report\\_FINAL-1-201401151032.pdf](http://static.arvada.org/docs/Arvada_Citizen_Survey_Report_FINAL-1-201401151032.pdf)

2013 Presentation: [https://static.arvada.org/docs/Arvada\\_2013\\_Presentation\\_Final-1-201401151640.pdf](https://static.arvada.org/docs/Arvada_2013_Presentation_Final-1-201401151640.pdf)

2013 Project Length: March 2013 through January 2014

#### ADDITIONAL COLORADO COMMUNITIES

The following list includes Colorado cities and counties for which NRC has conducted resident surveys over the past five years (2009 to 2014). NRC has worked with many of these communities on multiple survey projects. NRC has found that most resident survey projects take between four and 12 months, depending on the amount of time spent on instrument development and the process clients use for gathering feedback from stakeholders, with an average project length of seven months.

* Adams County	* Englewood	* Lone Tree
* Arapahoe County	* Erie	* Longmont
* Arvada	* Estes Park	* Louisville
* Aurora	* Fort Collins	* Northglenn
* Boulder	* Greeley	* Parker
* Boulder County	* Highlands Ranch	* Thornton
* Broomfield	* Jefferson County	* Westminster
* Castle Pines	* Lafayette	* Wheat Ridge
* Centennial	* Lakewood	* Windsor
* Denver	* Littleton	





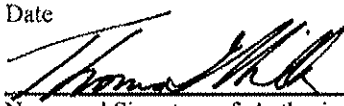
**REQUEST FOR PROPOSAL**  
**2014.125**  
**Quality of Life Survey**

**OFFEROR'S STATEMENT/SIGNATURE PAGE**

I have read and fully understand all the special conditions herein set forth in the foregoing paragraphs, and by my signature set forth hereunder, I hereby agree to comply with all said special conditions as stated or implied. In consideration of the above statement, the following proposal is hereby submitted.

WE, THE UNDERSIGNED, HEREBY ACKNOWLEDGE RECEIPT OF

Addenda # None through Addenda # None  
(If None, Please write NONE)

National Research Center, Inc.	5/27/2014
Company Name	Date
2955 Valmont Road Suite 300	
Address	Name and Signature of Authorized Person
Boulder, CO 80301	Thomas I Miller
City, State, Zip Code	Printed Name
Boulder	President & CEO
County	Title
303-444-7863 ex. 106	303-444-1145
Telephone	Fax
tom@n-r-c.com	
E-mail Address	

## **EXHIBIT A**

# **ADAMS COUNTY FORMAL REQUEST FOR PROPOSAL 2014.125**

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### **Quality of Life Survey**

**All Documents and Addendums related to this RFP  
will be posted on the Rocky Mountain Bid System at:  
<http://www.rockymountainbidsystem.com/Bids/ViewOpenSolicitations.asp>**

**RFP Issuance Date: May 13, 2014**

**Written questions regarding this RFP will be accepted through: May 20, 2014  
by 2:00 p.m.**

**RFP Opening Date: May 27, 2014  
Time: 4:00 p.m.**

**Location: Adams County Government Center  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, CO 80601**



organizations, etc., must be of readable size. Appendices of relevant information may supplement the proposal; however, information supplied in the Appendices is at the discretion of each Consultant for Firm Selection Team Member to utilize.

- 4.6. The two (2) required signature pages at the end of this document “**OFFEROR’S CERTIFICATION OF COMPLIANCE**” Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended 5/13/08 and the “**OFFEROR’S SIGNATURE PAGE**” acknowledging the receipt of addendum(s), if applicable, must be signed and included as part of the proposal packet.
- 4.7. Proposal may not be withdrawn after date and hour set for closing. Failure to enter into an agreement or honor an issued purchase order will be cause for removal of Offeror’s name from the County’s Vendor’s List for a period of twelve (12) months from the date of this RFP opening.
- 4.8. The County reserves the right to short list from the submitting Offerors and conduct interviews.
- 4.9. In submitting the proposal, the Offeror agrees that acceptance of any or all proposals by the Purchasing Division of the Finance Department within a reasonable time or period constitutes an agreement. No delivery shall become due or be accepted unless a purchase order shall first have been issued by the Purchasing Division.
- 4.10. The County assumes no responsibility for late deliveries of mail on behalf of the United States Post Office or any other delivery system.
- 4.11. The County assumes no responsibility for proposals being either opened early or improperly routed if the envelope is not clearly marked on the outside with the RFP number and solicitation name.
- 4.12. In the event of a situation severe enough to cause the Adams County Board of Commissioners to close The County Offices for any reason, the Purchasing Manager has the prerogative of rescheduling the RFP opening time and date. No proposal will be considered above all other proposals by having met the RFP opening time and date requirements to the exclusion of those who were unable to present their proposal due to a situation severe enough to cause the Commissioners to close the County Offices.
- 4.13. Proposals must be furnished in the format described in Section 4.5 above. Failure to submit proposal in the format described in Section 4.5 above may be cause for rejection of the proposal. Proposals must be furnished exclusive of taxes.
- 4.14. No award will be made to any person, firm or corporation that is in arrears upon any obligation to the County.

- 7.3. Workers' Compensation Insurance: Per Colorado Statutes
- 7.4. Professional Liability Insurance: to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services.
- 7.4.1. Each Occurrence \$1,000,000
- 7.4.2. This insurance requirement applies only to Offeror who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.
- 7.5. The Offeror's commercial general liability, and comprehensive automobile liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured," and shall include the following provisions:
- 7.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Offeror.
- 7.5.2. The insurance companies issuing the policy or policies shall have no response against the County for payment of any premiums due or for any assessments under any form of any policy.
- 7.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Offeror.
- 7.6. All insurers of the Offeror must be licensed or approved to do business in the State of Colorado. Upon failure of the Offeror to furnish, deliver and/or maintain such insurance as provided herein, the Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Offeror in obtaining and/or maintaining any required insurance shall not relieve the Offeror from any liability under the Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Offeror concerning indemnification.
- 7.7. Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.
- 7.8. At any time during the term of the Agreement, the County may require the Offeror to provide proof of the insurance coverage's or policies required under the Agreement.
- 7.9. The Offeror shall not commence work under the agreement until they have submitted to the County and received approval thereof, certificates of insurance showing that they have complied with the foregoing insurance.
- 7.10. All referenced insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured." The name of the RFP or project must appear on the certificate of insurance.

- 9.3. The Offeror shall not enter into a contract with a subcontractor that fails to certify to the Offeror that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under the purchase of service agreement.
- 9.4. At the time of signing the purchase of service agreement, the Offeror has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under the purchase of service agreement through participation in either the E-Verify Program or the Department Program.
- 9.5. The Offeror shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while the purchase of service agreement is being performed.
- 9.6. If Offeror obtains actual knowledge that a subcontractor performing work under purchase of service agreement knowingly employs or contracts with an illegal alien, the Offeror shall: notify the subcontractor and the County within three (3) days that the Offeror has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the Offeror shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 9.7. Offeror shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 9.8. If Offeror violates this Section, of the Agreement, the County may terminate the Agreement for breach of contract. If the Agreement is so terminated, the Offeror shall be liable for actual and consequential damages to the County.

**End General Information**



10.2. Purpose

10.2.1. It is the desire of the County to provide residents an opportunity to provide input to the County on areas of strength and opportunities for improvement, and to communicate priorities for planning purposes and resource allocation. The County seeks recommendations as to the form, content, methodology, and process for the survey:

10.2.1. This project shall include all of the work associated with conducting a Quality of Life Survey in accordance with the recommendations that come out of the survey design phase of this project. The consultant or firm shall then perform the Quality of Life Survey, summarize, and analyze its results.

10.3. Scope of Service

10.3.1. The Technical Proposal shall include a scope of services detail in how, at a minimum, the Project Team will accomplish the project goals and the specific tasks.

10.3.2. Phase I will include all of the work required leading up to the execution of the survey. The following deliverables will be required:

10.3.2.1. Conduct Outreach

Before, during, and after the completion of Phase 1, the consultant or firm must conduct outreach with the internal and external agencies that provide services in the County. The objectives of these meetings should include, but may not necessarily be limited to the following: informing these departments, offices, and agencies about the Quality of Life Survey process, obtaining their input, identifying key issues within their department to measure within the survey, presenting draft survey questions, providing updates on the process, and presenting the final draft of the survey, etc.

10.3.3. All of the following groups should be consulted during the development of the strategy document:

10.3.3.1. Internal Agencies should include the following: Assessor, Clerk and Recorder, Coroner, Community Corrections, County Manager's Office, County Attorney, County Commissioners, District Attorney, Office of Emergency Management, Facilities Planning and Operations, Finance and Information Technology Department, Human Resources Department, Human Services Department, Neighborhood Services Department, Parks and Community Resources Department, Planning and Development Department, Office of Performance and Sustainability, Transportation Department, Office of the Public Trustee, Sheriff's

modified. It is anticipated that approximately 18-20 questions will be modified and the remaining questions will be unchanged, including the demographic questions.

10.3.5. Provide Outline of Survey Methodology

10.3.5.1. The consultant or firm shall prepare the final format of the survey questionnaire as a result of the outreach process described above. In addition, the consultant or firm shall prepare an outline of the methodology to conduct a quality of life survey of the County residents. The objectives of the survey should be defined clearly and concisely and the required tasks should be easily understandable.

10.3.5.1.1. The proposal should clearly explain any proposed outreach options for non-English speaking residents.

10.3.6. Phase 2 of this project will include the execution of the survey itself, analysis of the survey results, presentation of the survey results, and related tasks. The consultant or firm shall be required to present findings upon completion of Phase 2 in the form of a final report that outlines the results of the Quality of Life Survey. The following deliverables are required upon completion of Phase 2 of this scope of work:

10.3.6.1. Ten (10) copies of the final draft shall be submitted for review. Once all corrections have been made and approved by the County, an additional ten (10) hard copies of the approved final strategy document shall be provided. In addition, the strategy document shall be provided to the County electronically in both Microsoft Word and as an Adobe PDF document.

10.3.7. Present Quality of Life Survey Results

10.3.7.1. One (1) to two (2) in-person presentations will be required throughout the course of Phase 2.

10.3.8. Timeline

10.3.8.1. The County wishes to have this project completed in a timely fashion in order to be responsive and transparent to County residents. As such, the County proposes the following timeline:

10.3.8.1.1. Phase 1 as outlined in this scope of work should be completed within thirty (30) days after the agreement is awarded.

10.3.8.1.2. Phase 2 includes the execution of a Quality of Life survey and the completion of a final report summarizing the results. The County's goal is to complete this project by the August 2014.

**16. NONDISCRIMINATION:**

- 16.1. The Offeror shall not discriminate against any employee or qualified applicant for employment because of age, race, color, religion, marital status, disability, sex, or national origin. The Offeror agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the local public agency setting forth the provisions of this nondiscrimination clause. The County is an equal opportunity employer.
- 16.2. The Offeror will cause the foregoing provisions to be inserted in all subcontracts for any work covered by the Agreement, so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

**17. PROPOSAL PREPARATION INSTRUCTIONS:**

- 17.1. This section is intended to indicate the minimum items required with each proposal in order to be properly evaluated. At a minimum each proposal should include the following information. Please prepare your proposal utilizing the following format. Provide a complete response to each item and include at the front of your proposal.
  - 17.1.1. Experience. Clearly indicate the specific experience of the individual/firm of projects of the same scale and type as this project. List the projects and indicate the length of each period.
  - 17.1.2. Methods and Means Response. Provide a response that defines the methods and means by which the offeror will perform the services outlined in the scope of service.
  - 17.1.3. Portion of Project to be Subcontracted. Submit a list of the portion of the project to be subcontracted, a percentage and the names of the proposed sub-consultants and work experience with offeror.
  - 17.1.4. Key Personnel. Provide a complete list of key personnel on the project and all sub-consultants working on the project, along with their professional experience (project and dates) and their role/responsibility in the project. Indicate how much time for each person, including the Project Manager, will be dedicated to this project and each person's role/responsibility with this project. Also, clearly identify what assistance the County's Project Manager will need to provide for each task.
  - 17.1.5. Detailed scope of services including product for each project element with an timelines.
  - 17.1.6. At least three (3) references shall be provided for similar projects.
  - 17.1.7. A W-9 form shall be completed and returned with proposal.

**Signature Page**

IN WITNESS WHEREOF, the Parties have caused their names to be affixed hereto.

**ADAMS COUNTY, COLORADO**

By: *Todd M. Lopez* 7-9-14  
County Manager Date:

**CONTRACTOR**

**NATIONAL RESEARCH CENTER INC.**

By: Erin Caldwell 7/7/14  
Name (Print or Type) Date:  
*Erin Caldwell* Director of Research Strategies  
Authorized Signature Title

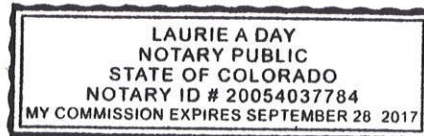
Attest:  
Karen Long, Clerk and Recorder *[Signature]*  
Deputy Clerk

APPROVED AS TO FORM:  
Adams County Attorney's Office By: *[Signature]*  
Attorney's Signature

NOTARIZATION:  
COUNTY OF Boulder )  
STATE OF Colorado )SS.

Signed and sworn to before me this 7 day of July, 2014,

by Erin Caldwell  
Laurie A. Day  
Notary Public



My commission expires on: 9/28/2017