


TO: GVSD Board

FROM: Brian Martinez, Assistant Superintendent 

RE: Survey Consultant Bids

DATE: 10/10/2017

We solicited 3 bids for survey consultant. I recommend the board approve **Fairbank, Maslin, Maullin, Metz and Associates.**

I believe there is added value to use them as they did the high school bond survey and already know our demographics.

Summary of Survey Consultant Bids, September 2017
Grass Valley School District

Firm	Primary Contact	Fee	Notes about Proposed Fee
EMC Research, Inc. 436 14th Street, Suite 820 Oakland, CA 94612	Jessica Polsky (510) 550-8933 jessica@emcresearch.com	\$23,000	15 Minute Survey, either Mixed Telephone AND Online (N=350) OR Telephone Only (N=300)
Fairbank, Maslin, Maullin, Metz & Associates 1999 Harrison Street, Suite 2020 Oakland, CA 94612	David Metz, President (510) 451-9521 dave@fm3research.com	\$24,750 to \$27,000	Telephone AND Online Survey (N=300), 15 Minute Length has Lower Price, 20 Minute Length has Higher Price
Godbe Research 1575 Old Bayshore Highway, Suite 102 Burlingame, CA 94010	Charles Hester, Vice President (650) 288-3020 cwhester@godberesearch.com	\$23,725 to \$26,450	Telephone AND Online Survey (N=300 - 400), 15 Minute Length has Lowest Price, 20 Minute Length has Highest Price

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*Public Opinion Research
& Strategy*

TO: Brian Martinez
Grass Valley School District

FROM: David Metz and Lucia Del Puppo
Fairbank, Maslin, Maullin, Metz & Associates

RE: Proposal for Survey Research in Grass Valley School District

DATE: September 28, 2017

Fairbank, Maslin, Maullin, Metz & Associates (FM3) is pleased to submit a proposal to conduct survey research for a proposed Grass Valley School District (GVSD) finance measure.

We believe our team will bring a number of key advantages to the District:

- ✓ FM3 is one of the nation's leading public opinion research firms in performing public policy-oriented research in the political arena. Our firm takes particular pride in our extensive work helping California's K-12 school districts secure funding through voter-approved local ballot measures, and our research has been used to secure more than \$46 billion in funding for school districts of every size and demographic profile representing every corner of the state – more than any other research firm.
- ✓ The research that FM3 provides to our school district clients not only assists them in drafting the most compelling 75-word ballot label possible for each measure, but also quantitatively identifies which unique educational messages (including localized messages for specific geographic and other communities) will resonate most with each district's voters over the course of a public outreach campaign.
- ✓ FM3 has extensive experience working in similar-sized Districts, including: **Spreckels Unified School District, Rosemead School District, St. Helena Unified School District, Kings Canyon Unified School District, Tahoe-Truckee Unified School District, and Caruthers Unified School District.**

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- ✓ Our firm is deeply familiar with the Grass Valley area. We have conducted research in the region for nearly two decades; most recently, in 2016, we provided research for Nevada Joint Union High School District's (NJUHSD) successful bond measure. As the NJUHSD geography includes Grass Valley School District, we will be able to approach this project with an informed viewpoint based on recent data collected last cycle.

This memo outlines our firm's background and relevant experience, the project team, and our proposed research methodology and its associated costs.

1. Firm Background

Fairbank, Maslin, Maullin, Metz & Associates (FM3) is the industry leader in providing highly accurate public opinion research for California's K-12 local school districts to assist in securing voter approval for revenue enhancing ballot measures.

The firm has a winning track record of over 95 percent with local school finance measures, and our research has helped secure voter approval for more than \$46 billion in general obligation bond funding for California's K-12 school districts – including more than \$6.6 billion for 22 districts in every region of the state over the last three years alone. FM3's experience with public opinion research on local school funding issues extends to helping secure voter approval for six statewide school bonds that have provided over \$26 billion in capital improvement funds for California's local schools, and providing the research which led to the passage of Proposition 39 in 2000, which reduced the vote threshold for passing local school bonds from two-thirds to 55 percent.

FM3 and its antecedent companies have been offering public opinion research services since 1981 and have never failed to complete an engagement. FM3 specializes in public policy-oriented opinion research and offers a full range of opinion research and communications strategy consulting services. FM3 opinion research and marketing services include:

- Random-Digit-Dial (RDD) and listed sample (including voter sample) public opinion telephone surveys in English, Spanish and other languages
- Focus groups in English, Spanish and other languages
- Internet surveys, including ad and video testing
- Public opinion mail surveys in English, Spanish and other languages
- In-depth executive interviews
- Product testing and consumer market research
- Advertising testing using Audience Response System (ARS) "Perception Analyzer" technology
- Communications and public opinion strategy consulting—FM3's principal business is to provide timely public opinion analysis to assist policymakers in making decisions.

To achieve these goals, FM3's 23-person staff is multi-talented and works in multi-disciplinary teams to assure the completion of quality opinion analysis in a timely manner. All key FM3 staff members have advanced degrees in public policy, research methods, and/or extensive experience working in state and local government. In addition, FM3's data collection and sampling subcontractors are closely supervised and pre-qualified by FM3 to render immediate, high-

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quality service. On an annual basis, FM3 conducts as many as 300 surveys and 160 focus groups, in addition to providing ongoing strategic consulting for key clients. FM3 research and analysis frequently focuses on issues of major economic and social concern such as education, budgetary issues and taxation, energy development, transportation planning, health care, environmental protection, natural resource conservation and development, growth and property development, communications technology, and organizational branding.

As a medium-sized research firm based in Oakland, California, FM3 is able to provide its clients with a level of personal attention and service from firm principals that is typical of a much smaller organization while simultaneously providing the range of services, expedited timelines and absolute quality control that is characteristic of much larger research firms. FM3's in-house Data Processing and Graphics Departments allow us to meet the inherent demands of even the most heated political campaign, and further, to provide a wider variety of services than would otherwise be possible – such as performing advanced statistical analysis to glean the greatest amount of insight from your data. Every FM3 project is personally led by one of our firm's five Partners, each of whom is a nationally-respected authority on public opinion research in their own right.

2. Expertise in Small, Rural School Districts

FM3's experience with small, rural California school districts suggests that although residents of these communities are often fiscally conservative, they do value certain essential public services, such as education, and are often willing to support finance measures to improve local schools—when they understand how additional funds will be spent, and which accountability features are in place to ensure those funds are spent efficiently and as promised to voters. Although communicating both of these points effectively is essential for a successful school finance measure in any community, we anticipate they will be even more crucial for GVSD, as 37% of the District's likely November 2018 electorate are registered Republicans, and nearly three-in-four voters are over the age of 50—a demographic that is less likely to have school-age children.

Our firm provided research for the successful **Nevada Joint Union High School District's** successful bond measure in 2016, which includes Grass Valley School District. We are familiar with the narrow victory of this recent measure and the uphill battle to passing a finance measure in your community. Our experience with the nuances of the area's voters and the messaging themes that resonate among Grass Valley voters will be valuable in determining a measure's viability and in crafting a simple and educational campaign to secure voters' support. For example, in 2016, Grass Valley School District voters responded particularly strongly to messaging on preparing students for college and career, to fiscal accountability requirements, and to the need for repairs and safety upgrades in local schools.

Our experience, both in your area and in other districts, indicates that voters across nearly every demographic subgroup see a direct tie between the caliber of local public schools and the quality of life in their community, particularly as it relates to maintaining property values and providing a well-educated local workforce that sustains and bolsters the local economy and provides the greatest possible quality and quantity of local employment opportunities. For this reason, many

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residents, including those of small and rural communities, often have a stake in and want to be engaged by their local school district. We believe these themes (among others) are worth exploring as part of the District's opinion research program, and may provide the opportunity to develop themes for public outreach efforts that resonate with local residents.

Additionally, FM3 has conducted research in dozens of communities and school districts similar in size to Grass Valley School District; over the course of three decades working in these communities, our firm has developed unique strategies which ensure that our surveys achieve an adequate sample size even when the pool of registered voters in the subject jurisdiction is small. These strategies range from the very simple, such as arranging call-back appointments for potential respondents who are willing to take the survey but were unable to do so when initially called, to the slightly less simple, such as matching registered voters' names with current landline and cell phone numbers available through consumer records to ensure that residents who have changed their telephone number since registering to vote are able to participate in the survey. The result of deploying all of our strategies together, however, is consistent – FM3 is able to achieve reliable sample sizes in small communities where other research firms simply cannot.

California school districts roughly analogous in size to Grass Valley School District (approximately 12,000 registered voters) that have utilized FM3's research and consulting services to help pass local finance measures, in just the last few years alone, include: **Spreckels Unified School District, Rosemead School District, St. Helena Unified School District, Kings Canyon Unified School District, Tahoe-Truckee Unified School District, and Caruthers Unified School District.**

On the following page, **Table 1** lists the districts our firm has worked with over the past eight years to successfully pass school finance measures.

Table 1
Complete List of California Local School Bond Measures
Passed with FM3's Research Services Since November 2012

Bond Measure	Amount	Date
Alhambra Unified School District Measure AE	\$110 Million	Nov-16
Alhambra Unified School District Measure HS	\$149 Million	Nov-16
Bakersfield City School District Measure N	\$110 Million	Nov-16
Barstow Unified School District Measure F	\$39 Million	Nov-16
Butte-Glenn Community College District Measure J	\$190 Million	Nov-16
Caruthers Unified School District Measure V	\$6 Million	Nov-16
Chino Valley Unified School District Measure G	\$750 Million	Nov-16
El Paso Independent School District (Texas)	\$668.7 Million	Nov-16
Etiwanda School District Measure I	\$137 Million	Nov-16
Firebaugh-Las Deltas Unified School District Measure H	\$15 Million	Nov-16
Fresno Unified School District Measure X	\$225 Million	Nov-16
Glendale Community College District Measure GC	\$325 Million	Nov-16

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Hacienda La Puente Unified School District Measure BB	\$148 Million	Nov-16
Kern Community College District Measure J	\$502.8 Million	Nov-16
Kern High School District Measure K	\$280 Million	Nov-16
Lodi Unified School District Measure U	\$281 Million	Nov-16
Long Beach Unified School District Measure E	\$1.5 Billion	Nov-16
Los Angeles Community College District Measure CC	\$3.3 Billion	Nov-16
Mountain View School District Measure SS	\$57 Million	Nov-16
Nevada Joint Union High School District Measure B	\$47 Million	Nov-16
Ontario-Montclair School District Measure K	\$150 Million	Nov-16
Paramount Unified School District Measure I	\$106 Million	Nov-16
Red Bluff Joint Union High School District Measure J	\$26 Million	Nov-16
Sanger Unified School District Measure A	\$60 Million	Nov-16
San Jose-Evergreen Community College District Measure X	\$748 Million	Nov-16
San Juan Unified School District Measure P	\$750 Million	Nov-16
Santa Barbara Unified School District Measure I-2016	135 Million	Nov-16
Santa Barbara Unified School District Measure J-2016	58 Million	Nov-16
Southwestern Community College District Proposition Z	\$400 Million	Nov-16
Cabrillo Community College District Measure Q	\$310 Million	Jun-16
Central Union High School District Measure K	\$30 Million	Jun-16
Chabot-Las Positas Community College District Measure A	\$950 Million	Jun-16
Livermore Valley Joint Unified School District Measure J	\$245 Million	Jun-16
Long Beach Community College District Measure LB	\$850 Million	Jun-16
Montebello Unified School District Measure GS	\$300 Million	Jun-16
Ravenswood City School District Measure H	\$26 Million	Jun-16
State Center Community College District Measure C	\$485 Million	Jun-16
Westside Community Schools (<i>Nebraska</i>)	\$79.9 Million	May-15
Mountain View School District Measure W	\$171 Million	Apr-15
Anaheim Union High School District Measure H	\$249 Million	Nov-14
Carpinteria Unified School District Measure U	\$90 Million	Nov-14
Central School District Measure N	\$35 Million	Nov-14
Compton Community College District Measure C	\$100 Million	Nov-14
Downey Unified School District Measure O	\$248 Million	Nov-14
Evergreen School District Measure M	\$100 Million	Nov-14
Golden Plains Unified School District Measure G	\$13 Million	Nov-14
Hesperia Unified School District	\$207 Million	Nov-14
Lake Tahoe Community College District Measure F	\$55 Million	Nov-14
Madison School District (<i>Arizona</i>)	\$95 Million	Nov-14
Manteca Unified School District Measure G	\$159 Million	Nov-14
Mt. San Jacinto Community College District Measure AA	\$295 Million	Nov-14
Natomas Unified School District Measure J	\$129 Million	Nov-14
North Orange County Community College District Measure J	\$574 Million	Nov-14
Norwalk-La Mirada Unified School District Measure G	\$375 Million	Nov-14
Rosemead School District Measure RS	\$30 Million	Nov-14
San Luis Obispo County Community College District Measure L-14	\$275 Million	Nov-14
Santa Rosa Junior College District Measure H	\$410 Million	Nov-14
Snowline Unified School District	\$60 Million	Nov-14
Tahoe-Truckee Unified School District Measure E	\$62 Million	Nov-14
Tahoe-Truckee Unified School District Measure U	\$117 Million	Nov-14

Caruthers Unified School District Measure C	\$12 Million	Nov-12
Chaffey Joint Union High School District Measure P	\$848 Million	Nov-12
Coast Community College District Measure M	\$698 Million	Nov-12
Kings Canyon Unified School District Measure K	\$40 Million	Nov-12
Oceanview Elementary School District	\$198 Million	Nov-12
Perris Union High School District Measure T	\$153.42 Million	Nov-12
San Bernardino City Unified School District Measure N	\$250 Million	Nov-12
San Diego Unified School District Proposition Z	\$2.8 Billion	Nov-12
San Dieguito Union High School District Proposition AA	\$449 Million	Nov-12
Sanger Unified School District Measure S	\$50 Million	Nov-12
Solano Community College District Measure Q	\$348 Million	Nov-12
Spreckels Union School District Measure B	\$7 Million	Nov-12
St. Helena Unified School District Measure C	\$30 Million	Nov-12
Clovis Unified School District Measure A	\$298 Million	Jun-12
Fox Valley Technical College District (<i>Wisconsin</i>)	\$66.525 Million	April-12

Additionally, our firm has extensive experience in the surrounding region. Since 2000, our local clients have included the **North Lake Tahoe Chamber of Commerce**, the **Truckee North Tahoe Transportation Management Association**, the **Tahoe-Truckee Unified School District**, the **Sierra Joint Community College District**, and the **Placer County Transportation Planning Agency**, among other local and regional stakeholders. In addition to our work with **Nevada Joint Union High School District**, our research has been used to help secure local voter approval for critical public funding on three separate occasions, including re-authorizing the North Lake Tahoe area's local transient occupancy (hotel) tax for 10 years in June 2012 (**Measure F**) and approving both a new parcel tax (**Measure A** in March 2011) and bonds (**Measures E & U** in November 2014) for Tahoe Truckee USD.

3. Project Team

FM3's proposed project team consists of President Dave Metz; Research Associate Lucia Del Puppo, and Data Processing Manager Renato Villacorte. Project Manager Dave Metz will serve as team leader and as the District's day-to-day contact throughout the duration of the project. FM3 takes great pride in the superior service our firm provides to our clients, including the time and attentiveness provided by firm principals and other senior personnel. Consistent with this policy,

Mr. Metz, Ms. Del Puppo and Mr. Villacorte will remain attached and committed to the project throughout its duration and will remain available to the District to conduct additional analysis of survey results, provide advice, or address other needs upon request, long after the research itself has been completed.

Brief profiles of the FM3 staff members assigned to this project are provided on the next page.

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Dave Metz, Partner – Project Manager



FM3 Research Partner David Metz has provided opinion research and strategic guidance to hundreds of non-profit organizations, government agencies, businesses, and political campaigns in all 50 states since joining the firm in 1998.

Dave has conducted a wide range of research on education issues over the years, most of it focused on securing additional funding to improve and expand educational opportunities. He has provided research for dozens of local school bond and parcel tax campaigns, providing hundreds of millions of dollars in additional education funding for school districts in San Francisco, Sacramento, San Jose, Los Angeles, Phoenix, Omaha, El Paso and many more, including small rural districts. He has also worked extensively on early childhood education, helping to pass landmark funding measures in California, Arizona, and San Antonio and conducting policy research among voters, parents, and educators for the National Association for the Education of Young Children. Dave's research on higher education has included work on funding, branding, and development issues for institutions ranging from community college districts to Portland State University and Washington State University.

Dave has also provided research to win some of the nation's most expensive and contentious ballot measure campaigns. These include all the largest conservation finance measures in national history, including five successful statewide bond measures providing \$15 billion to protect land and water in California, as well as major statewide measures in Florida, Maine, Minnesota, Iowa, Pennsylvania, Ohio, Nevada, New Jersey, Rhode Island, and Oregon. In 2010 his research helped guide the campaign against California's Proposition 23 to an overwhelming victory with 62 percent of the vote, successfully defending the nation's strongest state law to reduce greenhouse gas emissions. His research on the issue of "regulatory takings" helped the environmental community reverse a string of ballot measure losses and win five consecutive campaigns in California, Oregon, Washington, and Alaska.

Dave's other successful work on ballot measure campaigns has included tobacco prevention (California, Colorado, Florida, Nevada, and Arizona), Indian gaming (Arizona and California), clean energy (California and Washington), drug policy reform (Oregon, Maine, Massachusetts, Nevada, Arkansas, and Washington, DC) early childhood education (Texas and Arizona), arts funding (Oregon and Minnesota), stem cell research (California and Missouri), transportation funding (California, Arizona and Washington), and political reform (California and Illinois).

David received his Bachelor's degree in Government from Harvard University and his Master's in Public Policy from the Goldman School of Public Policy at the University of California-Berkeley. His writing on politics has appeared in *Campaigns & Elections* magazine, and in *Classifying by Race*, an edited volume on the role of race in American politics. Dave may be reached at FM3's Oakland office at (510) 451-9521, or at dave@fm3research.com

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Lucia Del Puppo – Research Associate

Lucia Del Puppo joined FM3 Research in 2015 as a Research Associate. Lucia's research areas include school finance, early childhood education, environmental health, and local finance measures funding city services, parks, and transportation. In the 2016 election cycle, Lucia worked on Proposition V and Measure HH, establishing sugar-sweetened beverage taxes in San Francisco and Oakland, Proposition 52, to establish a Medi-Cal fee guaranteeing funding for 13 million patients, Proposition 59 to empower the State Legislature to overturn *Citizens United*, and Sound Transit 3, a \$54 billion bond measure to expand public transit in the Puget Sound region.



Lucia has conducted research informing an array of education finance measures in diverse school districts across California, including Nevada Joint Union HSD, Barstow USD, Firebaugh Las Deltas USD, Livermore Valley Joint USD, Lodi USD, Ontario-Montclair USD, Ravenswood CSD and San Juan USD. She also provided research for El Paso Independent School District's largest-ever school bond, in November 2016, in addition to research for the Chabot-Las Positas Community College District.

Lucia has conducted extensive work on public attitudes towards and messaging on early childhood education in California, public perceptions of childcare issues, voters' willingness to publicly fund childcare, and public support for cradle-to-career programs supporting at-risk youth in Oakland.

Lucia's prior experience includes providing policy research for the San Francisco Human Services Agency and the San Francisco Planning Department, as well as working as a systems and management consultant for federal agencies at Accenture.

Lucia received a Master's of Public Policy from the Goldman School of Public Policy at UC Berkeley and a Bachelor of Science in Decision Science from Carnegie Mellon University. You can reach Lucia at 510-451-9521 or lucia@fm3research.com

Renato Villacorte, Senior Vice President of Information Systems—Lead Statistician



population of interest.

FM3 Senior Vice President of Information Systems Renato G. Villacorte leads the team of professionals that provide expert research design and analysis support to the firm's researchers. In his role as Senior Statistician, he is responsible for conducting, interpreting, and presenting the results of multivariate statistical analyses, predictive modeling, and advanced data mining. These tools extract the maximum amount of information from opinion research data, and offer the greatest insight into the

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Mr. Villacorte analyzes data from research conducted on behalf of myriad public and private sector clients, as well as national and statewide political campaigns. Mr. Villacorte's public policy research experience was preceded by two years of primary market research experience in the financial securities industry. Prior to that, Mr. Villacorte spent six years conducting research in experimental psychology as an undergraduate and graduate student. His career in academia includes teaching undergraduate statistics and psychology courses as a Sally Casanova Fellow at California State University, Los Angeles and pursuing psychophysical research as a Eugene Cota-Robles Fellow at the University of California, Berkeley. He is a member of the American Statistical Association, the Council for Teachers of Undergraduate Psychology, and the Sigma Phi Epsilon Fraternity; additionally, he is a U.S. Marine Corps veteran.

Education: Renato Villacorte received his cum laude B.A. and M.A. in Psychology from California State University, Los Angeles and pursued a Ph.D. in Psychophysics from the University of California, Berkeley.

4. Proposed Research Methodology

FM3 recommends conducting the District's survey using our firm's dual-mode telephone (landline and cellular) and internet data collection methodology. This approach will provide GVSD likely voters with the greatest number and variety of opportunities to participate in the survey.

The last few years have seen significant changes in the ways many Americans use telephones and other communications technology. The dramatic rise in the use of caller I.D. and similar features has led to an unprecedented increase in individuals screening their calls. At the same time, the use and prevalence of the Internet has exploded as an increasingly greater proportion of the population has access through their smartphone or another mobile device. These changes have had a significant impact on the discipline of public opinion research.

While the traditional methodology of conducting randomized telephone surveys continues to provide highly-accurate data on public sentiments in a cost-effective manner, the rise of call-screening behavior presents growing challenges for survey projects attempting to achieve generalizable results, particularly within modestly-sized populations. The contemporary approach for gathering statistically-reliable data is to employ the traditional telephone survey methodology alongside the latest online survey applications. While many respondents are willing to offer their opinions through a telephone survey, there are several identifiable segments of the population who are more likely to respond to an online version of the survey. Combining the telephone and online survey data produces an all-inclusive, representative sample of the District's voters. Using this modern dual-mode survey methodology, FM3 collects survey data in two phases:

Phase I: Online Interviews

During this phase, FM3 will pull a randomized sample of GVSD likely voters. FM3 will collect email addresses for respondents in this sample from three sources:

- (1) The Nevada County Registrar of Voters

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- (2) The District's own records (if available)
- (3) Matching the names of those who do not have an email address on file with the Registrar of Voters against a list of email addresses obtained from commercially available consumer records

Once FM3 has identified email addresses for the desired number of respondents, an invitation will be sent to the individuals for whom an email address is available. To encourage the greatest level of participation in the survey, we recommend using the District's actual electronic seal or logo for this email invitation, with the invitation electronically "signed" by your Superintendent, explaining that the District has hired an independent public opinion research firm to conduct a survey about local issues that are relevant to its residents. The email invitation will provide a link for the voter to take the survey online. Three to four days after this initial email invitation is sent, a second reminder email will be directed to recipients who have not yet taken the survey, requesting that they do so.

Phase II: Telephone Interviews:

Within a week of the initial email's distribution, FM3 will conduct a thorough examination of the demographic characteristics of those who have taken the survey online. By comparing the demographic characteristics of those who have completed the survey online with the attributes of the District's likely voter population as a whole, FM3 will note specific subsets that are either overrepresented or underrepresented in the online sample.

FM3 will then conduct further interviews with additional respondents by telephone. The telephone interviews will be conducted primarily among respondents who were underrepresented in the online sample, thereby producing an overall survey sample using both methodologies (online and telephone) that mirrors the District's likely voter population.

Questionnaire Design

In designing the research for this project, FM3 will draw from its knowledge of public opinion survey methodology, our comprehensive review of the District's past public opinion research, the District's current and future objectives and needs, and our own vast library of past research for public school district G.O. bond measures. The process will begin with an initial kickoff meeting (either in person or via teleconference) between FM3 and the District staff member(s) assigned to this project. The meeting will provide an opportunity for an extensive review of relevant background information and context, as well as a detailed discussion of the District's objectives for the project. FM3 will then present a first draft of the questionnaire to the District for review and comment. After collecting feedback on the first draft, we will revise and refine the survey.

We foresee proceeding through several drafts, incorporating feedback from District staff before each revision, to develop a research instrument that will obtain all the information desired. Before interviewing commences, FM3 will secure approval from the appropriate District representative on the final version of the questionnaire.

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Survey Length and Sample Design

FM3 recommends conducting a 15- to 20-minute, dual-mode (telephone and online) survey with a sample of 300 Grass Valley School District registered voters likely to participate in the November 2018 general election.

An overall sample size of 300 would yield a margin of error of +/-5.7 percentage points. A sample of this size will also allow the research team to analyze key demographic groups such as gender, age, party registration, race/ethnicity, geography, and other demographic variables of interest, and cross-tabulate these variables against the responses to each survey question, with the larger sample providing greater precision. A survey of 15 minutes in length typically allows for 40-50 unique questions, while a survey of 20 minutes typically allows for 50-60 unique questions.

Data Analysis

Response data will be analyzed by FM3's Data Processing and Analysis Department staff using Survey System and SAS software, both well-documented and widely used data analysis software packages. As needed, FM3 may augment Survey System and SAS with its own custom-designed statistical analysis program to report the tabulation and cross-tabulation of data. Our Data Processing and Analysis Department staff employs a data checking and editing system to eliminate errors and document the handling of data received from the interviewers.

Within one to two days after interviewing has been completed, FM3 will deliver an e-mail with the aggregate "topline" results of the survey to the City for initial internal review. These results will show the overall percentage of respondents that chose each answer for all of the survey's questions.

Within two to three days, FM3 will then provide the City with a comprehensive set of cross-tabulated results. The cross-tabulated results will include a table for each question or demographic variable in the survey, with a series of up to 200 columns indicating how various subgroups of GVSD voters responded to that question. The cross-tabulated results will make it possible to detect how responses differ, if at all, among various subsets of the population. For example, it will be possible to compare answers provided by men and women, voters of various age categories and income levels, responses based on ethnicity/race, homeowners and renters, parents and non-parents, voters living in different areas of the City, and many more subgroups of the population.

Finally, FM3's custom-designed data processing software package can convert the raw electronic data to ASCII format or virtually any other format commonly used. This will enable us to electronically transmit the actual results of the survey, including responses to open-ended questions, to the City at the conclusion of the study if requested.

Reports and Presentations

Results of the survey can be presented both in person and in writing, depending on the District's scheduling needs and preferences. This report will at a minimum take the form of a detailed PowerPoint presentation, but can take additional forms depending upon the District's needs. The report will provide clear recommendations regarding how to use survey results to achieve your objectives, including how to most effectively communicate with the public regarding the bond measure.

After FM3's report and presentation have been completed, FM3 will remain available to answer follow-up questions from the District and present results to key stakeholders. We view the responses to the survey as an ongoing data resource; if the need arises, FM3 can do further analysis to provide answers to follow-up questions that may be posed by the District or other interested parties.

Deliverables

Upon conclusion of the survey project, the District will have received from FM3 each of the documents listed below. All documents can be provided in hard copy or electronic form (or both), depending on the District's preference.

- ✓ ***Final survey questionnaire***
- ✓ ***Topline survey results*** (the survey questionnaire filled in with the percentages having chosen each response code – if requested)
- ✓ ***Full cross-tabulated results*** (responses to every survey question, broken down by dozens of demographic, geographic, and attitudinal subgroups of the electorate – if requested)
- ✓ ***PowerPoint presentation*** (graphic presentation of topline results, additional key survey findings, conclusions, and actionable recommendations)
- ✓ ***Written report of results*** (including findings, strategic analysis, and study methodology – if requested)
- ✓ ***In-person presentation of results to District staff & elected officials***
- ✓ ***Raw data from the survey in electronic form*** (if requested)

5. Costs

FM3 does not bill using hourly rates, but rather by project, utilizing costs that are informed by the specifications of the research being conducted. The exact cost of the research FM3 would conduct for Grass Valley School District for this project will be determined by the sample size and interview length options selected by the District. Costs for each option are provided in Table 2 below.

**Table 2:
GVSD Dual Mode Likely Voter Survey Cost (N=300)**

Interview Length	Cost
15 Minutes	\$24,750
20 Minutes	\$27,000

The cost figures provided in the table above are all-inclusive, and reflect all costs for questionnaire development, survey hosting and emailing, Spanish translation, bilingual telephone interviewing, data entry, cross-tabulation, data analysis, and preparation and presentation of survey results. In addition, the price figures in Table 2 represent a commitment by FM3 to remain on call to the District, as needed, for the remainder of your revenue measure project. Direct incidental expenses, such as extra reproduction of reports or travel, are not included but would be billed at-cost if incurred.

If you have any questions or would like more information, please do not hesitate to contact us. You may reach me in our Oakland office as follows:

David Metz
Fairbank, Maslin, Maullin, Metz & Associates
(510) 451-9521 (Office)
(510) 682-7340 (Mobile)
dave@fm3research.com

We would welcome the opportunity to work with you on this research. Thank you for your consideration, and please let us know if there is any further information we can provide.