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# PROPOSAL

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## Service Consolidation Survey

**Prepared for:**  
**The Town of Falmouth**

March 5, 2007

Prepared by:

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Director of Research

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# **I. Letter of Transmittal**

Market Decisions, LLC is pleased to offer this bid proposal to conduct research on behalf of the Town of Falmouth. Our firm is prepared to begin work on this project immediately, and is ready to meet all requirements and deadlines set forth by the Town. The purpose of this survey is to understand residents' attitudes towards consolidation of services.

Market Decisions, LLC (MD) is a full service survey and research company with a specialty in municipal and town planning surveys. Our staff has experience in every aspect of survey design and administration: survey methodology, sampling methodology and design, development of research goals and objectives, questionnaire design, quality control before and during the data collection process, as well as data analysis and presentation. We offer a full range of services including telephone and in-person interviewing, mail surveys, Internet surveying, GIS mapping, and advanced modeling and design. We believe in working with our clients, combining our experience in research design and implementation with our clients' field of expertise.

Market Decisions conducts a significant number of studies on behalf of municipal and local governments annually. Our research studies have focused on a range of topics from satisfaction with municipal services to surveys designed to inform community's long term comprehensive plans. We have collected, analyzed, and reported on data for a number of towns and cities. These include, among others, surveys and consulting for:

- Town of Freeport, Maine
- City of Augusta, Maine
- Town of Cumberland, Maine
- Town of Yarmouth, Maine
- City of Brunswick, Maine
- Town of Falmouth, Maine
- Town of Kennebunk, Maine
- Bar Harbor, Maine Housing Authority
- Town of Baldwin, Maine
- Town of Scarborough, Maine
- Maine State Planning Office
- Towns of Rockport, Rockland, Camden, and Belfast
- Maine Municipal Association
- Maine State Housing Authority
- Ft Collins, Colorado Utilities

Dr. Brian Robertson would serve as primary investigator if awarded this contract and would represent the primary contact. Dr. Robertson is Director of Research at Market Decisions and received his formal training at a university based survey research center (University of Utah Survey Research Center) where he served as both survey analyst and project manager. Further, he specializes in methodological and sampling designs and has been project manager on a number of municipal surveys conducted at Market Decisions. Assisting Dr. Robertson would be Dr. Jason Maurice. Dr. Maurice specializes in statistical analysis and advanced analytical techniques and has been highly involved in a number of municipal surveys conducted by Market Decisions.

Our proposed research methodology is outlined along with a cost estimate for research services. Market Decisions would provide all services requested from initial consultations on research and sampling methodologies through reporting and presentation of survey results. The cost estimate provided in this proposal is valid for 120 days.

Market Decisions submits this proposal this day, March 5, 2007.

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## II. Overview

The Town of Falmouth is interested in understanding residents' attitudes towards consolidating some of the Town's services with the Town of Cumberland. To best meet the needs of this research study and the needs of the Town, Market Decisions proposes a telephone survey of residents. We also provide optional services to format the telephone survey into a paper format or for use on the internet. Market Decisions will work with the Town to guide the process of data collection, analysis, and reporting. Our researchers will work with the Town to define key areas for the survey and to develop survey questions. Market Decisions will also prepare the survey for telephone data collection and optionally for paper distribution and an internet option. Market Decisions will enter the data into our analytical programs and provide analytical and reporting services. As deliverables, Market Decisions will provide a formal written report and a presentation of research findings to elected and appointed officials along with other interested parties.

Market Decisions, LLC (MD) offers expertise in all phases of the survey and focus group process including research and questionnaire design, survey and sampling methodology, data collection using Computer Assisted Telephone Interviewing (CATI) software, mail surveys, internet surveys, quality control, data compilation, analysis and presentation. In addition, Market Decisions offers a full range of advanced research tools including ArcView GIS mapping, data mining, advanced statistical procedures, modeling, and forecasting. A corporate overview of MD is provided beginning on page 20

Market Decisions, LLC has contracted with clients nationally and internationally, and we are well known for the quality of our work. We adhere to an academic standard of survey research and are members of the American Association for Public Opinion Research (AAPOR). As such, we are bound by their code of professional ethics and practices. This professional code establishes the principles on which our organization is founded: Professional practices in the conduct of our work, principles of professional responsibility in our dealings with people, and standards and responsibilities for disclosure.

Dr. Robertson, who will serve as project manager on this research if Market Decisions is awarded this contract has over 20 years of experience in the field of survey research, including nine years as an employee of the University of Utah Survey Research Center. He received his formal training in survey research at this academic based survey research firm and has brought his understanding of academic research practices with him to the private sector.

Market Decisions has conducted research for numerous governmental agencies including research conducted on behalf of a number of cities and towns for the purposes of comprehensive planning. Our research efforts have included surveys of residents involving large-scale projects with complex sampling, data collection, and analytical methodologies. We feel this broad range of experience and topical expertise will prove an invaluable asset in the design and conduct of your research. A list of some of our recent research is provided beginning on page 27. A list of references is provided on page 33.

## **Confidentiality and Security**

We are committed to a policy of absolute confidentiality for all of our respondents and security of sensitive data and contact information. Given the nature of the types of data that might form a part of this research process, we understand that confidentiality and security of data will be of utmost importance. The issues of confidentiality and security are central to the goals and operation of our business. We must respect the privacy of our respondents by protecting their identity. Further, we are bound to protecting our clients by insuring the security of all questions, results, and data. As a member of the American Association for Public Opinion Research, we are bound by their code of professional ethics and practices: A code we feel is intrinsic to the conduct of survey research. This professional code requires our company to respect the privacy of our respondents and to protect them from abuse or harm in any manner as well as protecting the confidentiality of any data collected from respondents. Respondent names, telephone numbers, and any other identifying information are all held in the strictest confidence. We will under no circumstances release respondent information unless explicit permission is obtained from the respondent. Further, any secondary data sources are processed in such a manner that contact information is never associated with these data.

We rely on an established set of guidelines that insure confidentiality. These include:

- A respect among our employees for respondents and the ethics of survey research.
- All materials are physically secured and locked up. Access to these materials is limited to members of our professional staff.
- Security safeguards on our computer network protect all computer programs, sample files, questionnaire programs, etc. All files are password protected and only accessible by our Director of Research or with his explicit permission.
- All information that could potentially identify a respondent is stored separately from data files, reports, and other documents.
- All of our respondents are informed that their responses are confidential and that results will be reported in aggregate form only.

We also believe in maintaining the confidentiality of survey materials, survey results, data, and other information that is purchased by our clients. We treat all questionnaires, survey results, reports, and data sets as confidential and the property of our clients. It is our policy to never release information without the express, written approval of our clients.

### III. Scope of Work

This research study involves administering a survey among residents in the Town of Falmouth. The survey will gather public opinions on consolidation of services. Dr. Robertson will serve as project manager for this study and our research team will provide the Town with research and sampling design, questionnaire development, analysis, and reporting services.

Market Decisions is prepared to begin work on this project immediately. Seven members of our research staff will work on the various phases of this research. Dr. Robertson, our Director of Research, will serve as the primary investigator and the point of contact.

The specific tasks of this research will include:

- Meeting with the Town Council or appointed committee to discuss the goals of this research project and expected outcomes.
- Finalize a timeline governing the administration of this research.
- Based on consultations with the Council or committee, developing research topics that will be included in the research.
- Working with the Council or committee, developing a final set of survey questions for use during the course of this research.
- Programming the survey into our Computer Assisted Telephone Interviewing software.
- *Optionally* - Formatting the survey into a paper booklet for distribution.
- *Optionally* – Programming the survey for use on the internet.
- Tracking survey returns.
- Entering survey data for analysis, including verbatim comments.
- Writing analytical programs.
- Weighting the survey data so that it is representative of all residents in Falmouth.
- Coding all verbatim comments for analysis.
- Analyzing the data, analysis by demographic sub-populations.
- Providing a research report of findings including key findings from the research, a summary of all research results, tabulations of all items as well as verbatim comments.
- Presenting the research results to elected and appointed officials and other interested parties.

## Questionnaire Design

Market Decisions has conducted numerous studies on a range of research topics for clients throughout the United States. This includes research on the topic of growth, planning, economic development, open space issues, and quality of community life, among others. Our research team can offer expertise in the design, validation, and implementation of survey instruments using a range of data collection protocols.

The quality of your results depends on the quality of the research. The quality of the research, in turn, depends on the quality of the research design and the survey instrument. Our professional staff has both academic and private sector experience in research and sample design. Our research strengths include the complex designs required by many surveys on the topics of growth and planning. The value of any research is predicated on the ability to answer your research objectives and goals. Our researchers can provide whatever assistance you require to ensure answers to your research questions.

It is our practice to work with our clients in developing or refining questionnaires that answer research questions important to the client and avoid potential problems such as bias in the results. The staff of Market Decisions has extensive experience in questionnaire design and familiarity with effects of factors such as question wording and order. In addition, the staff of Market Decisions has extensive experience in the development of community and comprehensive planning surveys. We provide expertise in various aspects of questionnaire design including:

- Designing protocols that identify respondents in your target population.
- Developing a survey introduction that maximizes response and cooperation rates among potential respondents.
- Wording questions and developing response categories that avoid biased results and address the particular research needs of the client.
- Designing questionnaires that can take advantage of more sophisticated analytical techniques to provide more meaningful results.
- Determining question ordering that facilitates data collection from our respondents and avoids potential bias or order effects: earlier questions influencing answers to those questions asked later during the interview.
- Phrasing questions in such a manner that they maximize understanding among respondents.

Questionnaire development is not simply a matter of writing a series of questions. A great deal of thought should go into the development of appropriate introductory statements and sampling protocols, well tested reliable and valid survey questions, wording questions in a manner that is understandable (while not leading or biasing answers given by the respondent), selecting appropriate response categories, and structuring the questionnaire to avoid bias. A properly designed questionnaire can provide valuable information that answers research questions. A poorly designed questionnaire can lead to low cooperation and response rates and most importantly bias in the survey results, which limits their usefulness. Our expertise in questionnaire design can eliminate potential problems before data collection begins.



The development of a survey to address attitudes towards consolidation is an involved process. While there are elements that are common to all towns, and hence, survey questions that are common, the survey design must be tailored to the specific needs of Falmouth. Based on our past experience, there are a range of issues that might be incorporated into this survey. General topic areas include:

**General Views of Consolidation:**

- What services residents would like to see consolidated.
- Whether residents have experienced any problems with services that have already been consolidated.

**Views on consolidation of administration and customer relation services**

- Residents' use of specific services.
- Whether residents support or oppose the general concept of this type of consolidation.
  - Why they support or oppose consolidation.
- What do residents see as the advantages of consolidation and what do they see as the disadvantages.
- Whether residents support or oppose consolidation of specific services.
- Policy and Communications Impact Modeling – Ask residents whether they would continue to support given specific drawback or oppose given specific advantages (3 to 5 each).
- Are there any services that resident would like to see consolidated/Are there services that resident would not support consolidating.

**Values and practical implications**

- Importance to residents of maintaining local control over these services.
- Does community need to offer these services to be a community?
- Would travel distance be a barrier to residents' use of these services?
- Would hours of operation be a barrier to residents' use of these services?

**How often do you use web based services**

- Awareness of web based services.
- Residents' current use of web based services.
- Reasons resident does not use web based services/barriers to use of services on the web
- Other services residents want to see offered on the web

**Demographics**

It is our policy to work closely with the Town to tailor a survey to the specific needs of the community. We believe that such a collaborative process is critical in developing a survey that can provide public input into the comprehensive planning process. Dr. Robertson will first meet with the committee to discuss the goals and objectives of the study. In subsequent meetings, Dr. Robertson will work with the committee to develop the core topics for the survey and then work with the committee to draft survey questions. Based on the input from the committee, Dr. Robertson would develop a draft survey questionnaire and submit this to the committee for their review and comment. Dr. Robertson will meet with the committee as needed to then refine and finalize the survey instrument. Once the final list of survey questions is approved, the survey instrument will be programmed into our CATI system for data collection by phone.

# **Telephone Research and Data Collection Protocols**

## **Sampling Methodology**

Market Decisions would recommend using Random Digit Dial or RDD samples selected from Falmouth. In order to further ensure the sample is representative, Market Decisions also recommends random selection within the household, rather than simply speaking to the person that answers the telephone. For most of our studies, a random adult within the household is selected to complete the survey. This is necessary to guarantee that every eligible adult in the target population has an equal opportunity to participate in the research which allows results to be generalized to the target population.

## **Development of RDD Telephone Samples**

Any RDD sample used for this research must be designed to insure equal probability of selection during data collection. Market Decisions, LLC currently uses in-house software for generation of residential samples. The software is provided by Marketing Systems Group. The GENESYS sampling software is the first and only commercially available in-house sampling system with fully configured RDD design and generation capabilities. GENESYS supports RDD telephone sampling for any geographic area down to the census tract level. This includes state, county, metropolitan statistical area (MSA), ZIP Code, time zone, as well as DMA (media markets).

## **Survey Programming and Pre-Test**

Once final approval of the survey is received, the approved survey instrument is programmed into our CATI (Computer Assisted Telephone Interviewing) software for pre-testing. The process of testing a survey involves several steps from initial tests of logic and flow to actual administration of the survey with respondents. Based on pretest results, Market Decisions then provides recommendations for changes to the instrument.

CATI is the preferred method among researchers for conducting telephone surveys and the only method used by Market Decisions. Market Decisions offers Computer Assisted Telephone Interviewing (CATI) using the sophisticated WinCATI questionnaire software. Within WinCATI, Market Decisions can screen respondents for qualifications and then track respondents into defined categories. Instructions, reminders, and clarifying text appear with the questions to which they apply. Color-coding adds another dimension of clarity. Visual and audible feedback reinforces correct data entry and provides maximum error trapping. In addition, the software prevents interviewers from entering invalid responses to questions. The respondent's name or other information can be inserted into questions and answers. This allows our interviewers to focus on specific programs or services by name. In addition, we can tailor design questions by pulling in information from a sample file (such as a media market) or even pull in answers to previous questions. The system keeps track of every call. It assures that every number is attempted a minimum number of times. Callbacks are easily scheduled and tracked for each interview. The system even performs time-zone adjustments to assure calls are not made too early or too late. If the respondent cannot finish a survey, the system will keep the partially completed survey so it can

be resumed and completed later. It automatically picks up at the point where the interview was terminated.

Once the pretest survey is programmed, it will be tested for logic, flow, clarity, and length. All elements of the survey are tested including survey questions, lead in, and sampling protocols. The testing of a survey involves a number of steps. As a first step, the logic structured is outlined to allow staff to clearly see the flow of the survey from one section to the next. At this stage, our CATI programmers will also provide input for improvement to the logic of the survey and identify any flaws in the logic. This information will be submitted to the client for review along with any recommendations for changes. Once the structure, logic, and flow are finalized, the instrument is programmed. Once programmed, initial pre-tests of the flow, content, and checks for contradictory data are performed. This involves several staff members who will, at various stages, be involved in the survey process. Our CATI programmers conduct initial logic pre-tests. The project managers then test the survey. The instrument is then tested and reviewed by one of our senior research associates. We have also found it useful to get field staff involved at this stage. Those people who will collect the data have a different perspective into the research process: That of the respondent. While a survey question or flow structure may make perfect sense to a researcher, the field staff can tell you whether it will make sense to a respondent.

Prior to conducting live interviews with respondents, the interviewers will be debriefed to discuss the process. If problems are identified, Market Decisions will submit a list of proposed changes to the client for review.

The CATI system used by Market Decisions allows our interviewers to enter notes at any time during the survey process. These can be general notes about the survey instrument or notes pertinent to specific questions. By linking notes to specific questions, our research staff can quickly identify the points in the survey where problems arise. During the pretest process, members of our senior research staff also monitor the interviews so that they clearly understand any problems that arise. While it is useful to read through comments provided by interviewers, it is important that researchers also hear what respondents are saying given that the tone of voice, a pause, or an inflection can often convey as much meaning as the answers provided by respondents. At the end of the survey, respondents are again asked to provide feedback.

### **Interviewer Training and Question-by-Question Specifications**

Beyond our research staff, our interviewers and supervisors also have extensive experience in collecting survey data. Only professionally trained and constantly supervised interviewers work on any research we conduct. All research is conducted in a central facility using CATI software. We feel that rigorous training, quality checks, and validations are important aspects of the research project. The data collected is only as good as those collecting the data. A poorly trained interviewer leads to poor data. Typically, 10% of all interviews are either monitored by supervisory staff or called back for validation. And, of course, our supervisors never conduct interviews while supervising. It is their job to oversee the data collection. The CATI system in use by our field services allows our clients to listen to interviews at a time of their convenience. Interviews are recorded and stored in our phone system, which can be accessed via password. We

will arrange to provide the clients with the necessary dial in numbers and passwords to access recorded interviews. This can be done at any time by the client.

Our approach to training is simple; develop exceptional training tools and have the best trainers deliver the program. Interviewers receive both general training in interviewing techniques to prepare for the job plus project specific training that is tailored to the particular research studies on which they work.

Prior to working on any research project, interviewers are instructed in a daylong session on survey research and general interviewing techniques. Each interviewer receives a training manual that covers the goals and purposes of research, policies that govern the conduct of research, and general interviewing techniques. The specific topics covered in this initial training session are detailed below. A copy of our interviewer manual is available upon request.

After their initial training, interviewers are required to conduct a series of practice interviews with other interviewing staff as well as supervisory staff. Over the course of their first month, new interviewers are constantly monitored and any problem areas addressed. After 30 days, an evaluation is conducted to determine if the interviewer is meeting the standards set for data collection staff. This review process then continues with each interviewer monitored several times on each of the projects on which they work. A comprehensive review is also conducted quarterly.

Beyond this initial training, Market Decisions has an ongoing training program that serves to introduce new developments or as a refresher course in technique. Today on average, our interviewers receive 12 days of training per year. This training is exclusive to the skills and orientation programs, or that are specifically for our clients. Individual training needs are identified constantly during our ongoing coaching and monitoring process, and customized sessions are provided for each agent based on their individual requirements. Supervisors gain further training in areas such as coaching, monitoring, advanced customer service techniques, discipline procedures, and motivation. This drives our results-oriented performance measurements and incentive programs designed to continuously improve product knowledge. Training is a constant and critical process in the success of our operation because the skills required for each job changes, as do the requirements of our clients.

## **Topic Areas of Interviewer Training**

### Overview of Survey Research

- Conducting a Survey
- Survey Design
- Sample Selection
- Questionnaire Development
- Survey Data Collection
- Tabulation and Analysis of Results
- Role of the Interviewer
- Survey Research Ethics
- Informing Respondents
- Protecting Respondents
- Protecting the Interviewer

### General Interviewing Techniques

- The Interview
- Establishing Good Rapport
- Importance of the Survey
- Interviewer Attitude
- Introduction to the Survey
- Answering Respondents' Questions
- Handling Refusals
- Using the Questionnaire
- Question Objectives
- Training the Respondent
- Pace of the Interview
- Types of Questions
- Asking the Questions
- Questionnaire Instructions
- Maintaining Rapport
- Probing
- Probing Closed-Ended Questions
- Probing Numeric Answers
- Probing open-ended Questions
- Don't Know (DK) Responses
- When to Stop Probing
- Recording Answers
- Ending the Survey

Each interviewer also receives project specific training. The project training for this research study will include a review of the research, question-by-question instruction, and a series of mock interviews. Project specific training is conducted in a session lasting four hours.

### Question-by-Question Specifications

While the CATI programming is undergoing testing, question-by-question (QxQ) specifications will be developed for use in training the field staff. Our senior research associates will develop and write the question-by-question specifications, in conjunction with input from the client. The specifications provide the field staff with an overview of the research and its goals, the sampling design aspects, eligibility requirements for respondents, and question-by-question instructions and notes. The QxQ specifications are critical so that interviewers are asking the questions in the same manner. They provide the meaning behind the question. Using the QxQ specifications, interviewers will go through a training session to familiarize the staff with this research project. Interviewers not trained on this specific survey will not be allowed to work on the project. Senior researchers and field staff managers will conduct interviewer training. The training process

involves a review of the research and sampling, stepping through the survey question by question so interviewers understand precise meanings. Interviewers then conduct a series of mock interviews where interviewers run through the survey with other interviewers and the field supervisory staff.

### **Data Collection Procedures**

Data collection is conducted from our data collection facility in Portland, Maine. Per industry standards, interviews are only to be conducted during the hours from 9 AM to 9 PM, seven days a week. The only exceptions are specific scheduled appointments outside this range. In order to maximize response rates and provide every opportunity for an identified household and respondent to complete the survey, Market Decisions recommends that the following protocols are followed in data collection:

- Rotation of call attempts across all seven days at different times of the day according to industry standards for acceptability and legality in telemarketing.
- A minimum of 10 call back attempts per telephone number at the screener level.
- (Up to an additional) 10 callback attempts once a household has been identified as eligible (regardless if the number of prior attempts is more than 10).
- A minimum of 10 callback attempts for “no answer” or answering machine only telephone non-contacts and for inappropriate contacts (contact only, no most knowledgeable adult home), and scheduled callback appointments.
- 2 attempts to convert refusals (the exception to this is where, after one or more conversions are attempted, a household makes it clear that they are not to be contacted again. We must abide by their wishes since we are ethically and legally bound not to attempt to re-contact the household).
- The use of scheduled callback appointments.
- A brief message with a toll free number will be delivered to answering machines to encourage participation. This message would be left at the 1<sup>st</sup> and 7<sup>th</sup> occurrences of an “answering machine” disposition.

Market Decisions feels that such rigorous protocols are needed in order to provide accurate and reliable data. While a majority of sample records will not require a complete set of calls, it is important that every opportunity be afforded a household to participate in the research project. The use of such rigorous protocols should help insure target response rates are met.

### **Design Elements to Increase Response Rates**

Survey researchers have seen a decline in survey response rates over the years. In order to maintain high data quality, our data collection and design philosophy incorporates elements to increase response and cooperation. The first is a rigorous callback protocol that maximizes the chance for participation. Callbacks are scheduled on varying days and at different times of the day. Our system also incorporates scheduled callback appointments. The respondent provides the time when he or she would like to be contacted and the system automatically retrieves the record on the appropriate day and time.

It has also been a policy to attempt refusal conversions. We attempt such conversions unless a household explicitly indicates that another call is not to be made to this household. As the AAPOR Code of Ethics indicates, “We shall strive to avoid the use of practices or methods that may harm, humiliate, or seriously mislead survey respondents.” We believe that, ethically, the protections afforded respondents must also be afforded to those choosing not to participate. Another consideration is harassment. We are under a legal obligation not to harass potential respondents.

All of our interviewers are trained in the techniques of refusal conversions and it is a standard part of the interviewing process. Any information pertinent to a specific project is covered during project specific training. Our experience suggests that it is important that all interviewers fully understand the process of refusal conversion rather than training specific “conversion” interviewers. This allows the interviewer who is on the phone at the time to convert soft refusals at that moment, rather than having the case queued and brought up later. It is our philosophy that every effort should be made to elicit respondent cooperation at the time of initial contact. It is important that our entire interviewing staff have the necessary skills and training to convert refusals. In those cases where the intervention of a senior interviewer would convert a respondent who would not otherwise conduct the survey, Market Decisions does utilize several people specific to this task. These interviewers are senior members of our staff who are highly educated and with a track record of high cooperation rates. These members of the interviewing staff would be used in those cases where it might prove beneficial.

In our CATI programs, the survey logic will direct interviewers to a persuader statement if there is an initial household or respondent refusal (this persuader is also available at any time with the simple press of a button). The persuader statement provides a more detailed description of the research, its purpose, an estimated length, as well as contact telephone numbers. Respondents are encouraged to contact the primary investigator if they have any questions or concerns about the research project or its purpose. Market Decisions also recommends that the name and telephone number of a staff person of the client be provided to respondents as well. The interviewer provides this information to the respondent in an attempt to convert soft or fast refusals. Simply providing the telephone number of a contact person can put respondents at ease. In many instances, a respondent will complete the survey at the time of initial contact since the fact that we are willing to provide a contact itself serves to validate the research project.

If, at this time, a person is still hesitant (or if this is still a household level refusal without clear indication this is an adult household member), the case is placed back into the queue and it will be attempted at a different time on a different day. The interviewer codes notes pertinent to the case (who they spoke with, any concerns, etc.), which are available when the case again comes up. If the respondent needs detailed information beyond what an interviewer can provide in a reasonable amount of time, then a note is entered and the case is put on “hold.” The information is passed on to the supervisor, who will then pass the information on to the senior project manager. If appropriate, a refusal conversion attempt will be made by the primary investigator. The senior project manager will contact the respondent and provide, in detail, more specific information on the project. If the respondent agrees to participate, the case will be released and queued to an interviewer.

In the case of hard refusals, the case is removed from the sampling pool to avoid potential legal problems. In CATI, these refusals are assigned different dispositions to distinguish between those cases for which additional call attempts will be made and “hard” refusals (both at the household and respondent level).

Beyond interviewing and refusal conversion attempts, our surveys incorporate design elements that help to elicit cooperation. Incorporating such elements is critical in maximizing response rates. That is, the survey design itself represents the first avenue for eliciting the cooperation of a respondent. We feel that it is important that any survey design include these important elements:

- Clear lead in and introductory statements that explain the nature of the research.
- Informing contacts who we are.
- Providing the name of the client.
- Persuader statements that explain why the research is important and why it is important for them personally to participate.
- A toll free telephone number and the name of the primary investigator on the project so a contact can verify the research is legitimate or the investigator can answer any questions about the research.
- A statement of implied consent that indicates the research is confidential and their name will in no way be associated with results, the results are reported in aggregate form only. The statement also indicates that the call may be monitored. Finally, it also indicates that if they do not wish to answer a question that is fine.
- If desired by the client, the name and telephone number of a contact in their organization.
- Help screens that contain information about the research and selection process that interviewers can provide to potential respondents.
- Proper question design to make the research understandable and minimize the burden on potential respondents.

These survey design elements, in conjunction with rigorous callback scheduling, scheduled callback appointments, refusal conversions, and (of course) a core of professionally trained and supervised interviewers are all aspects of the research project that maximize response rates.



## **Optional Formatting of Surveys (costs provided separately in budget)**

### **Formatting Survey into a Paper Version**

For this research project, Market Decisions could, if requested, also provide the survey formatted for printing to give residents the option of filling out a paper version. The first page (outer cover) of the survey should include a cover letter about the project from the town. The cover letter should include the rationale for the study, the importance that the respondent takes part in the research, and assurances of confidentiality and privacy. If possible, an explanation of how the research will benefit them should be included as well. This will help underline the importance that they participate rather than assuming there is no need since others will respond.

The questions themselves should be arranged to allow respondents to clearly see which response stems are associated with each item. In addition, there should be sufficient spacing between items and appropriate dividers to allow respondents to distinguish one item from another. If the questionnaire looks cluttered, a respondent may feel that it requires too much effort on their part to complete.

The printable version in .pdf format would be provided to the Town of Falmouth for residents to access a hardcopy at a central location or the printable version could be linked to the Town's website as options for completing the survey.

### **Data Entry**

If the above optional data collection service is requested, Market Decisions will enter data from the paper survey into our analytical program for data analysis. A separate line item is provided in the budget along with prices for paper and internet data collection.

### **Internet Programming of the Survey**

If requested, the survey instrument could also be programmed into a web-based survey and a link to the survey would be provided to the Town that could be placed on the Town's website allowing residents to respond to the survey.

Market Decisions uses SurveyWriter to conduct web-based surveys. Using the SurveyWriter online platform, Market Decisions collects and manages data. Surveys are fully customizable and can handle all the advanced survey design features of CATI software including progressive piping, skips, randomization of questions and responses, and looping.

### **Technical Support**

Market Decisions provides technical support on every Internet survey it conducts in order to allow respondents of all levels of technical capability the opportunity to complete a survey. MD has a toll-free telephone number that respondents can call to speak with one of our supervisors. This number is staffed seven days a week; from 8 am to 9 pm EST, Monday through Thursday, and 9

am to 5 pm EST, Friday to Sunday. Additionally, a project manager is available for contact by e-mail or phone during normal business hours. The project manager's phone number and e-mail address is always provided on the invitations and surveys so that respondents can call or e-mail with questions or concerns. Market Decisions also recommends that a member of the client's staff provide a telephone number or e-mail address for respondents to ask questions or confirm the validity of the study.

## **Analysis and Reporting**

Market Decisions, LLC would process data from all surveys and construct data files for use in analysis and reporting. Market Decisions will provide analytical and reporting services. As a deliverable, Market Decisions will provide the town of Falmouth with a comprehensive research report.

All data will be entered directly onto our computer network through our data entry software. Categorical data would be processed for frequency and crosstabulation analysis and all open-ended responses would be coded into categories encompassing similar concepts or ideas.

## **Sample Weights**

The goal of this research is to provide results that can be generalized to this specific population with a known level of precision. Our staff has experience in weighting data for a variety of survey projects, sampling methodologies, and sub-group population components. Weights will be developed during analysis so that the results can be generalized to the population of the Town of Falmouth as a whole.

In simple terms, weighting is an analytical technique that is used to normalize survey respondents to the actual target population. The actual process is more complex and requires the tracking of survey non-response and an understanding of the characteristics of a target population. In order to draw meaningful results from the proposed data collection strategy, it is necessary to develop an appropriate weighting scheme. Without the development of and application of an appropriate weighting scheme, one cannot generalize survey results to the target population. This, in turn, precludes the development of accurate population estimates and prevents the development of effective policies using these data.

Market Decisions recommends the development of weighting schemes for the target population that includes non-response and post-stratification weighting adjustments. The first component accounts for the proportion of residents who have the opportunity to take the surveys but did not, while the second is based on the application of normalizing adjustments that are determined by an analysis of the target population and its characteristics. The proposed weighting scheme would adjust the sample characteristics to match the proportion of those characteristics (age and gender) found in the population of interest. Analysis of the weighted data set provides results that truly represent the population of the study area overall within the survey's level of precision and allows for maximum generalizability of the results. Simply, analysis of the weighted data insures that the survey accurately reflects the views of your residents and property owners.

## **Analysis of Survey Data**

Market Decisions will use SPSS for the analysis of data during this research project. For each survey item, Market Decisions will include descriptive statistics including frequency counts and percentages along with analysis by demographic subpopulations. Dr. Robertson would consult with the Town to determine what analysis is appropriate to your needs. Analytical results would then be provided in tabular, graphical, and written form.

## **Reporting**

In reporting results, Market Decisions will provide a report that includes:

- An executive summary of survey results
- A summary of key findings from the survey
- A summary report which provides a complete graphical and narrative description of each survey question
- An analysis of the results by demographic subpopulations
- A complete set of tabulations of survey responses (including cross tabulations by demographic subpopulations)
- A complete set of verbatim responses to open-ended items

A draft copy of the report will be submitted to the town for their review and comment. Based on feedback, Market Decisions will provide a final research report to the town.

Upon approval of the final report, Market Decisions will provide an electronic copy of the report in a format that can be easily posted to the Town's web site and easily distributed via email.

Market Decisions will also develop a PowerPoint presentation that summarizes the survey report. Dr. Robertson and senior staff will present the results of the research to the committee, elected and appointed officials, and interested residents. Dr. Robertson will submit a draft of the presentation to the committee for their review and comment. Based on feedback from the committee, Dr. Robertson will finalize the presentation. Our staff will be available to present the research findings upon request.

## **Project Schedule and Deadlines**

Market Decisions is prepared to begin work on this project immediately and will meet all established deadlines. Market Decisions can complete this project in 8-12 weeks depending on the time required for the development of the survey.

## IV. Fees

The fees presented below include the costs associated with the administration of the study, from initial consultations through the providing a research report.

<b>Falmouth Consolidation Telephone Survey (includes entire research process including design, data collection via telephone, analysis, and reporting)</b>	<b>\$18,173.00</b>
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### **Optional Services**

<b>Formatting survey for paper administration</b>	<b>\$800</b>
<b>Data entry for above optional services</b>	<b>\$1.40 per survey</b>
<b>Programming survey for internet administration</b>	<b>\$2000</b>

### **Market Decisions Contact Information**

Brian Robertson,  
Director of Research  
75 Washington Avenue, Suite 206  
Portland Maine 04101  
Phone 207.767.6440  
Fax 207.767.8158  
brianr@marketdecisions.com

### **Client Contact Information**

Nathan Poore  
Town Manager  
Town of Falmouth  
271 Falmouth Road  
Falmouth, ME 04105  
npore@town.falmouth.me.us  
(207) 781-5253

### **Payment & Billing Policies**

It is Market Decisions' policy to bill and receive 50% of the project amount upon project approval, and 50% upon project completion. Travel expenses will be billed as actually incurred. Changes in the scope of work such as additional questions or additional analysis may require a change in the fee. Market Decisions will notify the client if this is the case.

Invoices will be provided via fax or as an attachment to e-mail. Payment is due upon presentation. An interest charge of 1.5% per month will be assessed on unpaid balances not received within 30 days. Travel expenses, if any, will be billed as incurred.

## V. Market Decisions Background

We are passionate about research. We believe that good research provides the basis for faster and better decisions. The key of course, is good research.

**To us, good research is accurate, thorough, and compelling.**

***Accurate.*** You can trust that the information we present fully represents the attitudes, perceptions, and behaviors of the segment we are surveying within the limits we describe. To assure this, we scientifically design our studies: from the thoughtful wording of questions, to the careful selection of the sample, to the exacting way we conduct our data collection. We know, for example, how a subtle change in the wording of a question, or its position in a survey, can mean a difference in the response. We know that a single sloppy (poorly trained, unmonitored or perversely incentivized) interviewer can skew the accuracy of results for an entire survey. We know that responses always depend on who one asks, so we precisely construct our samples.

***Thorough.*** We get the most information possible out of every study. We have the skills to conduct highly complex studies using advanced research methodologies; however, most often we obtain the critical information desired by using simple and practical approaches. Our attention to design assures that we ask the right questions in the right order, thinking ahead to the analytical techniques we will use later. We know how to ask questions in different ways to literally surround a topic or issue. To get the most out of a respondent, our interviewers know how to probe and obtain full and complete answers. Finally, we have a complete bag of analytical tricks that allow us to see differences and relationships in the data that others might miss.

***Compelling.*** Our reports present information simply and completely, to please both busy decision makers and those who wish to get behind the numbers. Our unique format for the executive summary provides the highlights and makes the supporting data easy to find. And we provide all the information - from extensive cross tabulations to full and complete verbatim responses - so that those so inclined can develop their own conclusions. But even more important are the insights we can derive from the data. We are a team of social scientists, marketers, and statisticians, with extensive experience analyzing, interpreting, and acting on research results. We see all the data has to offer and relate it to our clients in ways that make its meaning clear and actions obvious.

**Most importantly, we treat every client like they are our only client, and the information they need is critical to our success.**

## **Mission and Values**

We love what we do, which is to provide accurate and insightful information that increases your organization's probability of success.

We do this by:

- Conducting research using whatever methodology is most appropriate and most cost effective for the client's needs.
- Collecting data in ways that assure its accuracy.
- Using research tools from simple to sophisticated to get the most from the data we collect.
- Analyzing and presenting information both completely and in a way that makes actions obvious.

How we work is as important as what we do. You will find us:

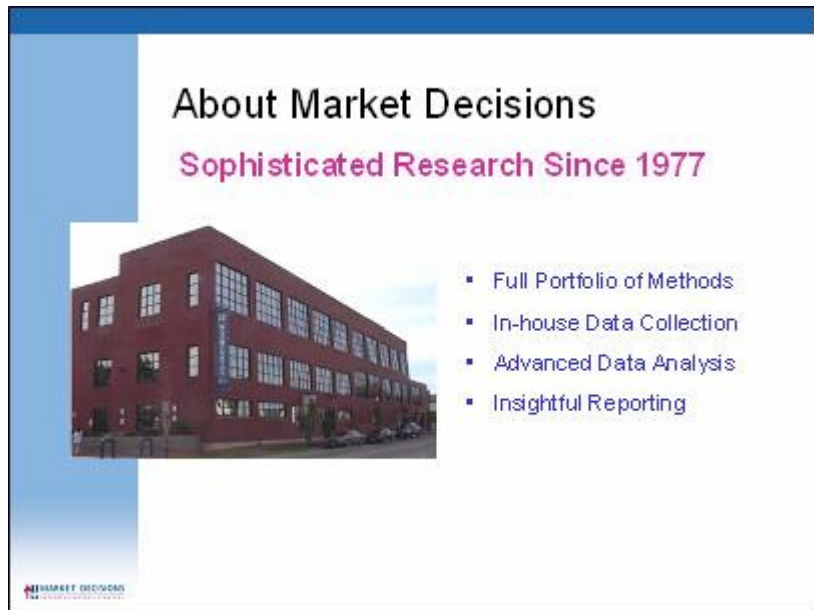
- Technically sophisticated, yet pragmatic
- Dedicated to rigorous methods, yet affordable
- Fast, yet thorough
- Exacting, yet easy to work with

We welcome the opportunity to show you what we can accomplish together.

## Corporate Profile and Experience

**Market Decisions** was founded in 1977. In its early years the company primarily served business and government in Maine and developed a reputation for high-quality and action-oriented consumer, public opinion, and business-to-business research.

By the early 1990's, the company was serving the survey research needs of larger organizations like L.L. Bean, People's Bank (now TDBanknorth), Central Maine Power and Blue Cross Blue Shield. To serve these clients, the company attracted more sophisticated researchers, added tools like CATI interviewing software and began employing advanced analytical techniques including multivariate analysis, conjoint and cluster analysis.



In 1993, due to the expansion of its survey research, Market Decisions spun out a portion of its business into a separate and independently owned company. **Planning Decisions** now conducts all site research and community planning assignments. Market Decisions still serves as the research partner for this work.

By 1997, the company had grown from a small partnership to a full service research firm with a dozen researchers and a part-time interviewing and data entry staff of nearly 50.

In 1999, the company was purchased by a former client, **Curtis A. Mildner**. Mr. Mildner has over 15 years of experience in senior marketing and sales positions in a variety of industries including a consumer products company, a high-tech communications firm, and an architectural products company. In his previous role as Vice President of Marketing and Sales at a billion dollar energy company, he used research by Market Decisions to guide customer service changes, to dramatically improve the public image of the firm, and to develop and launch an array of new products and pricing strategies. Mr. Mildner brought his passion for action and strategy guided by research to the company.

In 2000, Market Decisions conducted a national search and added a new Research Director with extensive technical skills and experience. **Dr. Brian Robertson** is an anthropologist with nearly 20 years of research experience. He has served in the technically demanding environment of a university research setting and the fast paced environment of a commercial research firm. Dr. Robertson had an immediate impact, setting even higher standards for survey design, data collection, and analysis.



In March of 2005, to accommodate an increasing volume of research, Market Decisions added a Research Manager, Dr. Amy Flowers. Dr. Flowers brings over 10 years experience in survey research for government and non-profit agencies. She is responsible for many of Market Decisions' policy-related projects, behavioral risk assessment, ATOD-related studies, community needs assessments and public health research. Dr. Flowers frequently speaks at national conferences on research methodologies, most recently at the Community Health Assessment Conference hosted by CDC and the National Association for Public Health Statistics and Information Systems (NAPHSIS) Leadership Institute on the development of scales to measure risk and protection factors.

Since these core additions, the company has attracted a national quality staff with advanced degrees and extensive experience. Market Decisions now provides services to clients located throughout the United States. While the company conducts research assignments of all sizes, the size of the company's largest single assignments has grown dramatically from a maximum of about \$75,000 in the 1990's to \$500,000 by the mid 2000's.

Market Decisions adheres to an academic standard of survey research and is an active member of the research community. Industry organizations prescribe standards of performance and ethics in the conduct of research. We enthusiastically adhere to the standards of leading organizations and are active members of:

- **The American Association for Public Opinion Research (AAPOR) and the New England Chapter of AAPOR**
- **The Market Research Association (MRA), and the New England Chapter of MRA**
- **Qualitative Research Consultants Association (QRCA)**

Each year Market Decisions conducts more than 75-100 research studies on a wide variety of topics and for a wide variety of organizations. This diversity of assignments and clients allows us to bring a fresh perspective to every project. Our experience in many industries and with many subjects permits us to work quickly and efficiently. Currently, most of our projects are for local, state, and federal governmental agencies.

## Our industry specialties include:

- Citizen surveys, community surveys, town and city comprehensive planning research
- Healthcare Planning & Evaluation
- Public Policy
- Hospitals & Healthcare Services
- Nursing Home & Assisted Living
- Bio-technology and Pharmaceuticals
- Community Planning/Sprawl
- Banking & Financial Services
- Insurance
- Energy & Utilities
- Retail Products, Services and Food
- Catalog and Direct Marketing
- Consumer Products and Services
- Business to Business
- Associations and Membership Organizations

## Our Staff

Market Decisions relies on a team approach to research. Senior staff works together on many components of the research project rather than having staff specialize in one particular facet of research. This team concept provides a depth of knowledge that can be applied to the various elements of your research and provides flexibility in meeting challenges. This is an approach we have successfully used in the design and implementation of many large scale research projects in the past.

The graphic consists of a blue header bar at the top. Below it, the text "Talent + Teamwork = Deeper Insights" is centered in a large, black, sans-serif font. Underneath the text is a 4x3 grid of 12 small, square photographs of staff members, arranged in four rows and three columns. The staff members are diverse in age and appearance. At the bottom left of the graphic, the "MARKET DECISIONS" logo is visible, featuring a stylized 'M' and 'D' icon followed by the company name in a small, sans-serif font.

## Facilities

Market Decisions research and data collection functions are housed at 75 Washington Avenue, Suite 206, Portland, Maine. This includes:

- An on-site Interviewing Center with 25 CATI equipped interviewing stations.
- A well-appointed focus group suite with a client lounge and office, a raised floor viewing room with one-way mirror, an oversized 18' by 20' focus group room, and a participant waiting area and client side entrance.

A full description of our facilities and a walking tour can be found on our website at [www.marketdecisions.com](http://www.marketdecisions.com).



**On-site Interviewing Center**



**On-site Focus Group Suite**



**Client Viewing Room**

## **Partnering to Expand Capabilities and Expertise**

In recent years, Market Decisions began developing close associations with organizations with complementary expertise. These associations provide resources and expertise to allow Market Decisions to better and more cost effectively serve a wider range of more sophisticated clients. One of our strategic partners is:



### **Planning Decisions, Inc.**

For over twenty years, Planning Decisions, Inc (PDI) has taken on the complex issues facing local, state, and federal governments as well as private sector clients and provided clear, well-researched answers. They pride themselves on their familiarity with sources of statistical information, analytical skills, and ability to communicate clearly. Their clients include municipalities, state and federal government agencies and private businesses and industry associations. Their work focuses on helping towns, cities, and communities address the complex decisions posed by growth management, land use, and downtown revitalization. PDI has its roots in city and municipal planning. PDI's founders were planners, and much of their work over the years has involved planning. PDI has done both the meticulous, detailed, work of preparing comprehensive plans and drafting zoning ordinances and the broad based work of facilitating community visioning sessions.

## **VI. Relevant Research Experience**

Market Decisions and Planning Decisions have extensive experience in conducting mail, internet, and telephone surveys with a wide variety of respondents on a wide variety of topics. One of our core areas of expertise is conducting public opinion research on behalf of towns, cities, and states to assist in growth, planning and development.

We believe that conducting a diversity of assignments for a range of clients in different industries provides the broad experience that allows us to approach each project with a fresh perspective and an expansive view. We do not miss important data because we approach a project too narrowly or because we use a “cookie cutter” design from prior projects. However, the large number of projects we complete each year means that we have experience from previous work that is directly relevant to the assignment at hand.

Market Decisions provides services to clients of a broad range of research topics. We feel this broad range of experience allows our researchers to design and implement research tailored to meet your needs. We feel that our prior research experience in working with towns and cities, combined with our strong research credentials in the field of municipality research, can meet your research needs. Below is provided a list of research studies conducted by Market Decisions, including research project conducted on behalf of municipalities.

### **Recent Project Experience**

#### **Town of Freeport, Maine Comprehensive Plan Update Survey**

A mail survey of residents in the Town of Freeport, sent to approximately 4,000 households. This research study was designed to understand attitudes of residents on a broad range of topics including recreation, Town services, economic development and growth, growth management, public utilities, general land use planning, affordable housing, open space, and transportation. The results of the survey will be used in the development of the Town’s comprehensive strategic plan. Market Decisions developed the survey instrument being used in the study. Market Decisions is responsible for gathering the data, conducting analysis, and providing the Town of Freeport with a comprehensive report. Market Decisions also presented the research findings, along with policy recommendations, to the Town Council.

Date: 2007 - 2008

**Brunswick Local Redevelopment Authority, Maine****Brunswick Naval Air Station Closure Community Survey**

This survey was designed to gather public input on the possible uses of the Brunswick Naval Air Station after its closure in 2011. The study involved a random telephone survey of approximately 400 residents of Brunswick and surrounding communities. Market Decisions and Planning Decisions worked together in the development of the research study. The survey instrument was designed to assess public opinion on a range of potential uses for the base. This included an assessment of possible business uses, how to best use the base area to promote economic growth in the region, possible housing uses, recreational uses, and open space issues, among other topics. Market Decisions worked with Planning Decisions to develop the survey instrument. Market Decisions staff developed the overall sampling plan for the study, conducted data collection, and analyzed the survey results. Market Decisions provided the Brunswick Local Redevelopment Authority with a final research report and a presentation of findings. Market Decisions will also present the research findings, along with policy recommendations, to the Town's strategic planning committee.

Date: 2007

**Town of Yarmouth, Maine****Comprehensive Plan Update Survey**

A mail survey of residents in the Town of Yarmouth, sent to approximately 4,000 households and businesses. This research study was designed to understand attitudes of residents on a broad range of topics including recreation, Town services, economic development and growth, growth management, public utilities, general land use planning, affordable housing, open space, and transportation. The results of the survey will be used in the development of the Town's comprehensive strategic plan. Market Decisions worked with Planning Decisions to develop the survey instrument being used in the study. Market Decisions was responsible for gathering the data, conducting analysis, and providing the Town of Yarmouth with a comprehensive report. Market Decisions will also present the research findings, along with policy recommendations, to the Town's strategic planning committee.

Date: 2007

**City of Augusta, Maine****Augusta Comprehensive Plan Survey**

This study consisted of a phone survey of 400 residents of the city of Augusta to provide input for the city's comprehensive strategic plan. The survey asked about public services, economic development and growth, land use, and taxes. Market Decisions worked with planning Decisions in conducting this study included the development the survey instrument for this study. Market Decisions and was responsible for sample development, data collection, conducting analysis, and providing a comprehensive report to the City of Augusta.

Date: 2006- 2007

**Town of Cumberland, Maine**  
**Comprehensive Plan Update Survey**

A mail survey of residents in the Town of Cumberland, sent to approximately 3,000 households. This research study, was designed to understand attitudes of residents on a broad range of topics including recreation, Town services, economic development and growth, growth management, public utilities, general land use planning, affordable housing, open space, and transportation. The results of the survey were used as inputs into the development of the Town's comprehensive strategic plan. Market Decisions developed the survey instrument being used in the study. Market Decisions was responsible for gathering the data, conducting analysis, and providing the Town of Cumberland with a comprehensive report. Market Decisions presented the research findings, along with policy recommendations, to the Town's strategic planning committee.

Date: 2006- 2007

**Town of Cumberland, Maine**  
**Route 100 Development Study**

This research study involved administering a mail survey among households in the town of Cumberland. The survey gathered public opinion about the future development along the Route 100 corridor in Cumberland. The goal was to distribute a mail survey to each household in Cumberland (approximately 3000 households). Market Decisions developed the survey instrument, gathered the data, conducted analysis, and provided the Town of Cumberland with a comprehensive report. Market Decisions presented the research findings along with policy recommendations to govern town growth and development.

Date: 2006

**City of Brunswick, Maine**  
**Citizen Attitudes Concerning Growth and Growth Management**

Market Decisions, working with planning Decisions conducted a 1500 random sample mail survey among residents to understand attitudes toward past and future growth and alternatives to guide or control growth. Market Decisions worked with planning Decisions in the development the survey instrument. Market Decisions was responsible for gathering the data and conducting analysis. The survey was one component used in the development of the town's comprehensive plan.

Date: 2005

**Maine State Planning Office**  
**Growth Management Act Research**

Market Decisions conducted a series of focus groups and one-on-one telephone interviews among stakeholders to understand attitudes, perceptions, and experiences with the Maine Growth Management Act, and the role of the SPO in administering the Act. Four focus groups were held in various regions of the state with developers and town officials in slow growing, fast growing and service center communities. Twenty in-depth interviews were also conducted with planners that had intimate involvement with the Act.

Date: Fall 2005

**Maine Department of Health and Human Services  
Service Importance Survey**

This project was a telephone survey conducted among 600 randomly selected adults. The survey was designed to assess awareness and public perception of DHS programs and services as well as to assess satisfaction with these services.

Date: Fall 2004

**Town of Falmouth, Maine  
Falmouth Citizen Survey**

This 400 interview random digit dial telephone survey of Falmouth residents determined citizen attitudes towards alternative growth plans. The survey was used in the development of the town's comprehensive growth and development plan.

Date: Spring 2004

**Maine State Planning Office  
Demand Assessment for Housing and Traditional Neighborhood Development  
in Mid-coast Maine**

This project involved a survey of residents and a market demand analysis of housing in mid-coast Maine. The research was designed to assess the current state of housing in the region, demand for housing, mobility characteristics of the population, demographic growth patterns, views of growth and development, and factors that influence the selection of a home and the home's setting, among other research areas. One of the key components was to assess market potential among residents for Great American Neighborhoods.

Dates: 2003

**Ft Collins Utilities, Colorado  
Commercial and Residential Customer Research**

These were comprehensive 400-sample surveys; one with residential customers and one with commercial customers. The surveys served multiple purposes; to track satisfaction with services including electricity and water, to understand the current practices and interest in conservation and efficient use of water and electricity, and to determine attitudes and preferences for policy approach towards addressing future water and electricity demand.

Date: 2003

**Town of Kennebunk, Maine  
Recreational Survey**

Market Decisions designed a mail survey and distributed it to approximately all 4000 residences in town. The survey assessed interest in a community recreational center and the desired features in such a center. The response rate was over 25%.

Date: Winter 2002



**Bar Harbor Housing Authority  
Resident Survey**

Market Decisions worked with planning Decisions in conducting a telephone survey among 300 residents of the Bar Harbor area to determine their current housing status, interest and experience in changing the housing and their attitudes towards housing regulations.

Date: Spring 2002

**Maine Municipal Association  
Membership Survey**

A 1600 mail out survey to various classifications of members in the approximately 500 municipalities served by the organization. The study was used to establish priorities for new and improved services. Market Decisions designed the overall research and sampling approach, and developed the survey questions. The methodology relied on a complex stratified sampling design to insure that each member of the municipality was included in the sampling frame and that members in each of 13 professions were adequately sampled. Market Decisions was also responsible for administration, analysis, and reporting. The final research report contained not only a summary of research results, but policy recommendations for improving each of the organization's service areas.

Date: Summer 2001

**Town of Falmouth, Maine  
Falmouth Citizen Survey**

**Market Decisions** conducted two mail surveys of Falmouth residents on issues such as growth, open space, and regulation. Approximately 4000 surveys were mailed in each wave. The first survey dealt with general issues and priorities. The second survey established preferences for specific actions.

Dates: Fall 1999, and Summer/Fall 2000

**Town of Baldwin, Maine  
Development Survey**

This project included a mail survey designed to assess residents' viewpoints towards growth and economic development in their community. Market Decisions mailed a survey to all residents, entered data, and prepared a report providing Baldwin with overall results as well as key findings from the mail survey.

Date: Spring 2000

**Town of Scarborough, Maine**  
**Community Attitude Survey**

A telephone and mail survey of residents on issues facing the town such as growth, open space, and other town priorities. This was combined with a telephone survey among those not responding to the mail survey. The mailing involved 6500 surveys with 300 surveys completed by telephone. This was a follow-up to a similar survey conducted in 1990.

Dates: Fall 1999

**Town of Scarborough, Maine**  
**Community Survey**

This combined mail and telephone survey assessed community attitudes towards growth and development and determined needs for town facilities. All 6000 households in the town received a mail-in survey and 30% responded. A total of 300 non-respondents to the mail-in survey were randomly selected and surveyed to provide a completely representative response.

Date: Summer 1999

## VII. References

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## **Appendix. Resumes of Professional Staff**

## Brian Robertson

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### Education

Ph.D. University of Utah	Anthropology	1999
B.S. University of Utah	Anthropology	1991

### Employment

Market Decisions, LLC	Research Director	2000-present
Valley Research, Inc.	VP, Director of Research	1995-1999
University of Utah Survey Research Center	Project Manager	1986-1996

### Experience

Dr. Robertson has over 15 years of research experience, with hands on experience managing survey research centers, designing surveys, conducting statistical analyses and reporting the results. Dr. Robertson was employed at the University of Utah Survey Research Center for ten years, initially as a research analyst then as a project manager and finally as acting manager. His private research experience includes five years as Vice President and Director of Research at Utah's largest research company, Valley Research. Dr. Robertson has helped design and manage over 200 studies during the past five years, including large-scale mail and telephone surveys.

Dr. Robertson has experience in a full range of marketing and public policy research areas. His areas of expertise include overall research design, survey design, sampling methodology, survey project management, statistical analysis of data, preparation of reports based on collected data, and development of policy goals and objectives.

Dr. Robertson has a Ph.D. in Anthropology and a Bachelor of Science from the University of Utah. He is a member of the Market Research Association, and the American Association for Public Opinion Research (AAPOR). He is a former president of the New England Chapter of the American Association for Public Opinion Research.

### Computer Skills

Analytical Software: SPSS, SAS, BMDP, SUDAAN

Expertise in CATI/CAPI programming: Ci3/CATI and CASES.

Sampling Software: GENESYS Sampling Systems Sample Generation Software

Programming experience in FORTRAN, C, several simulation and database languages

Expertise in setting up and maintaining a NOVELL network

Expertise in most PC based Microsoft and other PC applications including Word, Excel, and Paradox.

### Professional Affiliations

AAPOR (American Association for Public Opinion Research)

NEAAPOR (New England Chapter, American Association for Public Opinion Research)

MRA (Market Research Association)

# Jason K. Maurice

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## Education

Ph.D. Brandeis University	Social/Developmental Psychology	2004
M.A. Brandeis University	Social Psychology	1998
B.A. University of Southern Maine	Psychology	1995

## Employment

Market Decisions, LLC	Senior Research Associate	2005-present
George Washington University	Adjunct Instructor	2002-2005
Brandeis University	Research Consultant	2004
Brandeis University	Teaching Fellow	1997-2003
Heller School for Social Policy	Research Associate	1997-2001
University of Southern Maine	Research Assistant	1995-1996

## Experience

Dr. Maurice serves as a Research Associate for Market Decisions. His primary responsibilities include project management, survey and research design, advanced statistical analysis, preparation and writing of reports for healthcare and public policy research projects, SPSS and SUDAAN programming, data editing and coding.

Dr. Maurice has 10 years of experience in survey research regarding health and public policy related issues. He has been involved in several projects examining tobacco, drug, and alcohol use, as well as projects examining physical activity and nutrition.

Prior to joining Market Decisions, he served as Research Consultant for the Social Perceptions Lab at Brandeis University, as Research Associate at the Heller School for Social Welfare at Brandeis University and as Research Assistant at the University of Southern Maine. Dr. Maurice also has extensive teaching experience, teaching research methods for health professionals at George Washington University, research methods, statistics, introductory psychology, and social psychology at Brandeis University.

## Computer Skills

SPSS, SUDAAN, WinCATI, Ci3, MS Word, Excel, and PowerPoint

## Professional Affiliations

AAPOR (American Association for Public Opinion Research)

NEAAPOR (New England Chapter, American Association for Public Opinion Research)

## Peter Hackett

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### Education

Ph.D. University of Michigan	Comparative International Education	1968
M.A. Kent State University	Sociology of Education	1964
B.S. Drake University	Sociology and Education	1962

### Employment

Market Decisions, LLC	Research Associate	1999-present
University of Southern Maine	Adjunct Professor	2002-present
International and Development Education	Director	1993-1999
University of Virginia	Professor/Dean	1968-1993
University of Michigan	Teaching Fellow	1966-1968

### Experience

Dr. Hackett is a Research Associate at Market Decisions and provides leadership on healthcare related and public policy projects. In addition, he conducts executive and other senior level interviewing as well as liaison work on various projects. He has been the project manager for the Gallup/Partnership for a Tobacco Free Maine effort in Maine and the Gallup/Bureau of Health survey on tobacco in Illinois during 1999-2000. Dr. Hackett has expertise in program design and evaluation, management and group facilitation.

Dr. Hackett has thirty years of experience working in and with schools and colleges in the U.S. and overseas. He was a professor of education at the University of Virginia for 25 years and served as its first Dean of International Studies. He has been a Fulbright scholar, taught overseas, administered an enrichment program at the American International School in Morocco for three summers, designed and directed training programs for American and overseas educators and students. He also directs International and Domestic Education Programs, a consulting group, which develops educational programs for U.S. and overseas clients.

He developed and taught over 8,000 teachers, administrators, and college students in substance use and abuse courses in the Commonwealth of Virginia from 1970-1995.

### Computer Skills

WinCATI, MS Word, & Excel

### Professional Affiliations

Comparative International Education Society, President 1981-1982

## Patrick A. Madden

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### Education

MBA	University of Southern Maine	Business Administration	2003
B.S.	University of Southern Maine	Business Administration	2001

### Employment

Market Decisions, LLC	Research Analyst	2003-present
Center for Business & Economic Research	Research Assistant	2000-2003

### Experience

Patrick Madden has been a Research Analyst at Market Decisions since 2003. As such, he manages survey research projects and conducts ad hoc analysis related to healthcare and public-policy related research. Mr. Madden develops survey instruments and sampling methodology, and is responsible for development and administration of Internet surveys. He also has expertise in CATI programming, GIS development, and Visual Basic programming. He often performs data analysis and prepares written reports.

Mr. Madden has also worked as a Research Assistant at the Center for Business and Economic Research, at the University of Southern Maine between 2000 and 2003. At the Center, he managed a variety of program evaluation studies, conducted advanced statistical programming and analysis, and prepared extensive reporting on research results and evaluative findings.

Mr. Madden has Bachelor of Science degree in Business Administration and a Masters Degree in Business Administration from the University of Southern Maine. Mr. Madden is a Phi Kappa Phi Honor Society member, a Beta Gamma Sigma Honor Society member and a cum laude graduate of The University of Southern Maine

### Computer Skills

Statistical: SPSS, SAS, SUDAAN

Programming: WinCATI, Ci3, ArcView GIS, Visual Basic, SQL, ColdFusion, JavaScript

Database: Access, SQL Server

Other: MS Office

### Professional Affiliations

AAPOR (American Association for Public Opinion Research)

NEAAPOR (New England Chapter, American Association for Public Opinion Research)



## Brian Brinegar

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### Education

B.A.	C.S.U. Fullerton	American History	1996
A.A.	Pasadena City College	Communications	1994

### Employment

Market Decisions, LLC	Field Services Manager	2004-present
ZAM'Z LLC	Partner	2001-2003
Breaktime LLC	Manager	1999-2001
PhoneWare LLC	Regional Manager	1997-1999
Jones Clinic	Private Teacher	1996-1997

### Experience

Mr. Brinegar serves as Field Services Manager for Market Decisions and is responsible for the daily management of the telephone research room. He is also responsible for the interviewing, hiring and training of the field services staff. He assists in survey pre-testing and CATI programming of new projects. Mr. Brinegar also oversees the quality control and monitoring of data collection as well as performing data verifications and refusal conversions.

Mr. Brinegar has many years of experience training interviewers to conduct telephone research regarding a wide variety of topics. His training methods utilize traditional classroom methods and personal one-on-one attention. Every interviewer is trained to use the Ci3 CATI program and receives a question by question introduction to each new project that they will be working on. Having started at Market Decisions as a telephone research interviewer he is aware of the common questions and difficulties a new interviewer may have. Mr. Brinegar uses "mock" interviews to simulate these scenarios and uses live monitoring of calls to ensure high quality interviewing takes place.

Prior to joining Market Decisions, Mr. Brinegar owned a small business in California, was a Regional Sales Manager for the telecommunications company PhoneWare, and taught privately at the Jones Clinic.

### Computer Skills

WinCATI, Ci3, MS Word, Excel

## Jennifer Oliver

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### Employment

Market Decisions, LLC	Operations Manager	2003-Present
	Office Administrator and	
	Research Assistant	2001-2003
Abacus Technical Solutions, Inc.	Vice President & Partner	1998-2001
Higgins Office Products	Project Coordinator	1996-1998
Retail Service Company, Inc.	Operations Manager	1991-1996

### Experience

Ms. Oliver serves as Operations Manager of Market Decisions. Her responsibilities include coordinating project workflow between the professional research staff and the field services staff, overall management of selected projects, selecting and coordinating work with outside vendors for mail survey projects and foreign language interviewing, and financial and budgetary management for the company. In addition she assists the research staff with report preparation, sample development and other tasks as needed.

Prior to joining Market Decisions, Ms. Oliver was a Partner and Vice President of Abacus Technical Solutions, Inc., a small information technology company that focused on creative technical solutions to help small businesses improve their processes and efficiency. In this role she worked closely with business owners to select and implement software solutions and provide overall technology management services to more smoothly manage business processes. Formerly, as a Project Coordinator for a technology company serving offices, retail stores and restaurants, she facilitated systems installations with salespeople, technical staff, and clients to assure smooth transitions that met client expectations for service and company expectations for profitability.

Her experiences working with a wide variety of clients to implement creative and efficient business solutions has had a great impact on the operations at Market Decisions as well as the service they are able to provide to clients.

### Computer Skills

WinCATI, TeleForm, MS Word, Excel, Access & PowerPoint, QuickBooks

### Professional Affiliations

AAPOR (American Association for Public Opinion Research)

## Xiaolei Pan

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### Education

MBA	Rensselaer Polytechnic Institute	Business Administration	1998
B.S.	Fudan University	Business Administration	1991

### Employment

Market Decisions, LLC	Office Administrator & Research Assistant	2004-present
GE Power Systems	Sourcing Quality Analyst	1999-2000
China National Electronics Import & Export East China Corporation	Business Development	1991-1998

### Experience

Ms. Pan serves as Research Assistant and Office Administrator, coordinating mail surveys and preparing reports. She also manages project administration and accounting. Prior to joining Market Decisions, she served as Quality Analyst at General Electric Power Systems managing project databases. In this position, she data-mined and analyzed project database and generated analytical reports to management regarding customers' specific sourcing quality requirements.

She has also worked in business development at China National Electronics Import & Export East China Corporation. She was responsible for developing products for international market and performing costing and related financial analysis.

### Computer Skills

MS Office, Access, SQL, QuickBooks