

City of Brisbane

Agenda Report

To: Honorable Mayor and City Council

From: Clay Holstine, City Manager

Date: Meeting of July 29, 2013

Subject: Public Opinion Research Services

RECOMMENDATION:

Approve the attached proposal from FM3 Consulting Services (Fairbanks, Maslin, Metz & Associates) for a budget up to \$64,500.

DISCUSSION:

City Council has previously discussed surveying the Brisbane populace regarding various options for the Brisbane Baylands. In anticipation of the Draft Environmental Impact Report (DEIR), a council subcommittee (Mayor Ray Miller and Councilman Cliff Lentz) has been meeting with staff and potential public survey companies.

Early this year contact was made with several companies that provide these services. Two firms were interviewed and it was decided to move forward with FM3. FM3 is proposing a two part process. The first will be using focus groups to assist in understanding the issues and concerns of the community; and second, using a survey that would measure in quantifiable data the current opinions of Brisbane residents.

The survey will be of all registered voters by mail, with the option to also complete the survey online.

Prior to forming focus groups and conducting a survey, FM3 would work with the Council subcommittee to “develop a project timeline and detailed approach to incorporating the community and other key stakeholders in the focus group and survey research and development process”. This work is identified on page 2 under A. Consulting. Recommendations from the Council subcommittee on formation of the focus groups, types of questions, specific format and membership would be brought back to the full City Council before moving forward to step B. Focus Groups.

As an alternative to the mail in and on-line survey, FM3 developed an option for Door-to-Door, In-Person Interviewing. After considerable discussion with the Council subcommittee there was a consensus to move forward with the mail in, on-line option as a more effective manner in which to communicate with the public. A budget was developed for this alternative and is listed in Appendix A.

At the end of this process, FM3 will provide the City with a written report. The concept is to have this timely to substantive discussion of potential development options on the Brisbane Baylands. The subcommittee also discussed the option and likelihood of the need and value of further surveys as we narrow in on issues and options as the Baylands process moves forward.

Schedule

The proposed schedule is listed on page 9. This schedule may be adjusted as we move along through the process. For example, if the comment period is extended beyond October 8th that will have the effect of extending the start of focus groups as you would want the focus group issues informed by the comments to the DEIR and therefore would not want the two to overlap.

Another set of data that could impact the timing is development of financial information on the project. This includes the various infrastructure costs, public benefit cost estimates, project alternative pro-forma's. Data and information regarding financial issues could assist in forming alternative and trade-offs. How much of this data is needed and used in the initial round of surveying is a matter of review by the subcommittee with recommendations coming forward to the City Council.

FM3

FM3 stands for Fairbanks, Maslin, Metz & Associates. They have offices in Oakland, Santa Monica, Madison Wisconsin, and Mexico City. For our project, the home office will be Oakland. In their proposal they have listed a number of projects including several in the Bay area they have worked on.

David Metz will be the Project Manager. Shakari Byerly is the Assistant Project Manager. Their background, credentials and experience are listed in Section V. Consultant Personnel Experience.

Budget

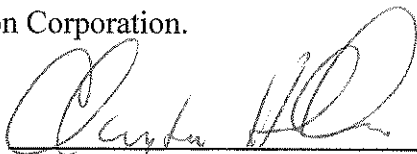
The proposed budget is listed in Section III, page 10. It is anticipated that surveys will be conducted in English and Spanish at a minimum. There may be a value and need to add a third language, Chinese. At this time we would recommend referring that issue to the Council subcommittee for further deliberation and study.

Since there will be significant upfront time needed to understand the project site and issues, FM3 is proposing \$3,000 a month fee for "research design and public education efforts". It is proposed to be no more than 3 months for a total of \$9,000.

Focus groups would be \$8,000 per session and an anticipation of 2 to 3 groups for a total not to exceed \$24,000.

The survey itself would cost up to \$31,500 if translated into two languages in addition to English.

Survey cost will be reimbursed by Universal Paragon Corporation.



City Manager



City of Brisbane

Proposal to Conduct Public Opinion Research Services

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July 11, 2013

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Public Opinion Research & Strategy

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APPENDIX A: COSTS ASSOCIATED WITH ALTERNATE SURVEY RESEARCH METHODOLOGY

APPENDIX B: WORK SAMPLE

I. PROJECT APPROACH

Our understanding is that a core objective of the research will be to explore public attitudes toward the development of the Baylands, the largest area of undeveloped land in the City. We envision that this research will be used to inform the City's decision making around a potential development agreement with Universal Paragon Corporation (UPC), the project developer, and any necessary updates and potential amendments to the General Plan that might be associated with the planned development.

Typically, our research for development projects involves both qualitative research (in the form of focus groups) and quantitative research (in the form of surveys). For this project, we would propose a period of consultation with the City around research design and public education efforts needed in advance of public opinion research. We envision this period beginning as early as August or September and extending for several months. Secondly, we recommend a set of two to three focus groups in September or October of 2013 to inform subsequent quantitative research. Finally, we would suggest conducting survey research in 2014 after the publication of the Final Environmental Impact Report (FEIR).

Below is a more detailed description of the consulting, focus group and survey process.

A. Consulting

The research process would begin with an initial meeting between FM3 and the City to discuss the project approach and objectives, including the key decision points associated with the Baylands project and how the research will be used to inform the City's decision making. After this initial meeting, FM3 will work collaboratively with the City to develop a project timeline and detailed approach to incorporating the community and other key stakeholders in the focus group and survey research and development process.

B. Focus Groups

Focus groups are small discussion sessions with eight to ten community residents, typically about two hours in length. As a technique in public opinion research, focus groups do not measure directly the frequency by which opinions and attitudes may exist within a particular universe of people. Only a random-sample survey can provide that type of statistically-reliable data about the number of persons holding an opinion. However, focus groups can guide and "focus" future thinking about the subjects under discussion.

Focus groups provide information about a particular issue through the use of group dynamics. A relatively small group of people can, by talking among themselves and with a group moderator, produce more valuable thoughts and insights than if each participant were interviewed separately or filled out a questionnaire. Focus groups dig deeply into mind-sets, customary actions or beliefs and encourage responses to new ideas or

concepts; they can provide in-depth evaluations of issues that explain the thinking behind residents' answers to survey questions.

The focus groups we propose here would explore the following areas:

- Attitudes toward the quality of life, local government and a variety of issues facing the community;
- Perceptions of the type and pace of growth and development in the community, and its benefits and drawbacks;
- Familiarity with, and perceptions of, the parcels of land in question;
- Reactions to development options, given a broad description and details about overall structure;
- Reactions to maps, photos, and other visuals related to the project; and
- Any further issues of interest to the City, or that arise during the 120 public comment period.

The focus groups will provide initial guidance and suggest directions for exploration in the survey to follow.

The process for focus groups works as follows:

Kickoff: The process begins with an initial kickoff meeting between FM3, the City, and partners who will be involved in the project. The meeting will provide a comprehensive discussion about the community, the development options and any other issues that should be explored in the focus groups. The meeting is also to be used to select dates, times, locations, and recruitment criteria for the focus groups.

Discussion Guide Design: After the initial meeting, and after collecting input from key stakeholders and reviewing all background material, FM3 will work collaboratively to develop a draft discussion guide, maintaining close phone and e-mail contact with the City to follow up on issues discussed during the kickoff meeting. In addition, FM3 will incorporate the input from the 120-day comment period into the focus group discussion guide. FM3 would also develop maps or other visual material that will accompany the focus group discussions.

FM3 will then present a first draft of the discussion guide to the City for review and comment. After collecting feedback, we will revise and refine the discussion guide. Before the groups are conducted, FM3 will obtain the approval of the appropriate City representative for the final version of the discussion guide.

Implementation: FM3 recommends that focus groups be conducted on weekday evenings; such evenings are generally the time at which the widest possible spectrum of participants is available to join a discussion. The groups will be video- and audio-taped, and verbatim transcripts will be provided. The City team and any consultant partners will be welcome to attend and observe the groups. Upon completion of the focus groups, FM3 staff will debrief the observers about the results of the sessions.

Reports and Presentations: Results of the focus groups will be presented in a written report that will present key data in tabular and graphic form, and include key selected quotes from focus group participants. After FM3's report has been completed, FM3 will remain available to answer follow-up questions from the City team as its communications and outreach efforts continue. Following the completion of the focus groups, we will provide:

- The final discussion guide used in the groups;
- Profiles summarizing the key characteristics of all focus group participants;
- Tallies of all written exercises in the focus groups;
- 2 DVD copies of each session;
- Verbatim transcripts of all groups; and
- A summary memo highlighting key findings.

C. Survey

While focus groups are helpful, a survey is the most essential research tool to guide any development project. While it covers many of the same subject areas as the focus groups, it asks its questions of a randomly-selected group of community residents – which means its results can be generalized to the broader population with statistical precision, and provide a reliable set of guidelines for strategic decision making.

In order to accomplish the research objectives of the project, FM3 proposes to conduct a survey of all registered voters by mail, with the option to also complete the survey online. This approach would allow for the inclusion of maps and visual aids and can be completed in a timely and cost effective manner.

In addition, we believe this approach will more effectively preserve the anonymity and privacy of respondents than would a survey conducted by live interviewers. It would also allow for a larger number of items to be explored than we have found to be productive for in-person interviews. This approach may also prove more effective in reaching each individual voter in the household than might be the case with house-to-house visits by interviewers, where voters are more likely to defer to one household member. This is a particularly important consideration in a community such as Brisbane, where many households contain more than one voter and a notable proportion (14%) contain voters who do not share the same partisan affiliation. If only one voter speaks for the entire household, the survey may not properly represent the full range of opinion present in the community.

We do, however, acknowledge that this approach, particularly the mail portion, is typically associated with a number of methodological challenges, including traditionally lower response rates than surveys conducted by live interviewers, self-selection and response bias, and position order effects. Nonetheless, we believe that in a City such as Brisbane, with a relatively engaged electorate, that these types of biases are likely to be small. We have also included a number of approaches in our proposed methodology that we believe will effectively address and ameliorate these challenges. These include advance invitations by phone before survey packets are mailed and targeted follow-up

with non-responsive voters to reduce any biases that might be associated with self-selection or non-response.

In our experience, the response rate for such an approach is typically between 20 and 30 percent, which would, given the number of registered voters in Brisbane, result in approximately 500-700 completed interviews, a sample size that should give the City a reasonable sense of community sentiment toward the issues associated with potential development options. In addition, administering the survey by mail and online eliminates any bias that might be associated with variation across live interviewers, providing for a higher level of standardization across the administration of the survey. It also allows the respondent to take the survey at a time most convenient to them and is less intrusive.

However, if the City has an interest in replicating the survey methodology employed in the research conducted on the City's behalf in 1993 regarding the General Plan Revision Options, we have also included an outline of our approach to conducting in-person interviews with registered voters, which would be administered through door-to-door canvassing.

One advantage to this approach would be that it could be implemented using random sampling methodology that would be associated with a statistically reliable margin of error. Administering the survey in person would also make it possible for respondents to receive clarity on any questions that might be confusing. However, the opinion research industry has generally moved away from this approach because it is particularly labor intensive, is associated with safety concerns and challenges such as capturing targeted individuals at home who are willing to participate, particularly in studies such as this where we would hope to interview individuals as opposed to a sampling of households. In fact, securing participation from more than one voter in households where multiple voters reside was reported as a challenge in the 1993 Survey Report. There are several methods that could be employed to overcome these challenges (including sending interviewers out in teams, advance notifications and interviews by appointment) and we have incorporated them into our approach as an option for the City to consider.

Independent of how the questionnaire is administered, we would recommend mailing out postcards or a letter a week in advance of the survey administration to inform potential respondents of the nature of the research and that they can expect to receive a hardcopy questionnaire or visit to conduct the interview in person. An automated phone call from the Mayor or other high-ranking City official encouraging participation is also often useful in increasing response rates and confidence in the legitimacy of the invitation to participate. We are also prepared to administer the questionnaire in Chinese or Spanish, if the City would like to provide this option.

Our process for developing the survey for the City of Brisbane will work as follows:

Questionnaire Design: As with focus groups, an initial meeting between FM3 and the City will provide a comprehensive discussion about major issues that should be explored in the survey – as well as specific message language for testing. After the initial meeting, FM3 will draft the questionnaire, maintaining close phone and e-mail contact with the City to follow up on issues discussed during the kickoff meeting and focus groups. FM3

will then present a first draft of the survey questionnaire, so that the City has the opportunity to fully review and provide feedback on all survey questions.

After the development of the initial draft, we foresee proceeding through several drafts of the survey and incorporating feedback from the City and key stakeholders to arrive at a final set of questions that fully meet the City's research objectives. We understand the importance of ensuring that the questions receive a full and thorough review and will work with the City to accomplish that goal. FM3 will secure final approval of the survey questions from the City before commencing with interviews.

Pre-Testing: Once approved for fielding, the questionnaire will be pre-tested with a sufficient number of respondents to assure ease of administration and flow. Such testing will verify the length of the questionnaire and the survey questions' clarity and comprehensibility. The results of the pre-test will be reviewed with the City in order to determine if any adjustments need to be made before full-scale interviewing proceeds.

Mail and Online Survey Administration Option: Once the City has approved the final set of questions, FM3 will work with the City on the design and layout of the mail survey questionnaire and associated communication materials, including a postcard notification, a letter of invitation to accompany the mail survey, and the visual aids that will accompany the survey. Once developed, these materials will be presented to the City for edits and ultimately final approval before they are sent to print. Likewise, the survey questions will be programmed for administration on-line and the City will be afforded the opportunity to test the survey link and approve the programming before it is posted for respondent participation. We envision a final automated call to voters that have not completed a survey, encouraging participation one week after the initial mailing. Each voter will be assigned a unique identification code to ensure that only one questionnaire is completed per voter. We anticipate completing the data collection within a two week period.

Door-to-door, In-Person Interviewing Option: If this option is preferred, in-person interviewing would be conducted by Nichols Research. Nichols Research was established in 1978 by Mimi Nichols to provide quality data collection throughout the San Francisco Bay Area and Northern California, and specializes in a number of data collection methodologies, including phone interviewing, in-person intercepts and qualitative recruiting. Interviewers are thoroughly trained using a program that was developed internally and incorporates the standards of the Marketing Research Association and other industry organizations. All staff involved with the project, from the project managers to interviewers, will attend an intensive briefing and training sessions to make sure they understand the project parameters and objectives.

Nichols Research is considered a leader in the San Francisco Bay Area with a reputation for excellence, professionalism and quality at all levels of the research process. We have successfully worked with their Bay Area office on hundreds of research projects. They have well-established procedures to supervise the interviewing process and to verify that interviews are conducted according to specifications. Among these procedures are the monitoring of actual interviews by on-site supervisors, identification of each interview by interviewer, and the use of a regularly employed staff of professional, full-time

interviewers. We anticipate dividing the City into sectors and sending out teams of interviewers on both weekday (potentially 4 p.m. to 6 p.m.) and weekend (potentially 10 a.m. to 6 p.m.) shifts for a 3 to 4 week period. We also anticipate providing respondents with the opportunity to schedule an interview, if the time of the initial interview visit is not convenient, and will make up to 3 attempts to visit each household to complete an interview. We recommend limiting the interview length to no more than 10 to 15 minutes to prevent any drop-off in interview completion that might be associated with survey length.

Data Processing and Analysis

FM3 will retain all interviews as part of its data processing procedures described below. FM3 proposes to review its procedures with the City to ensure client satisfaction with all technical aspects of the interviewing process.

Data Analysis: Response data will be analyzed by FM3's Data Processing and Analysis Department using Survey System and SAS software, both well-documented and widely-used data analysis software packages. The 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.

The morning after all interviewing has been completed, FM3 will provide the City with "topline" survey results. These results will present the overall percentage of respondents that chose each answer to each of the survey's questions.

Within 24 to 36 hours from completion of the last interview, FM3 will 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 Brisbane voters responded to that question. The cross-tabulated results make it possible to detect differences in responses to each survey question among subsets of the population.

Finally, FM3 can convert the raw electronic data to ASCII format or virtually any other commonly used format, so that the actual responses to the survey can be transmitted electronically to the City at the conclusion of the study and be available for manipulation and analysis by City staff. All data entry and tabulation is performed on PCs.

Reports and Presentations: Results of the survey will be presented both in-person and in writing. The written report will also present key data in tabular and graph form. After a draft report has been reviewed and commented upon by the City, FM3 will incorporate necessary edits and submit the final report. Finally, FM3 will make detailed PowerPoint presentations of the survey results to the City's management team, the City Council and any key stakeholders, if desired.

We believe that the depth and quality of our analysis and interpretation of survey results sets our firm apart from our competitors. Among the key features of FM3's reporting are the following:

- An executive summary presenting the key findings of the research, including an overview of the research objectives and methodology, a copy of the survey instrument, conclusions and actionable recommendations (if requested);
- Detailed analysis and presentation of survey results, including an analysis of statistically significant relationships and differences between demographic, geographic, attitudinal and behavioral subgroups

In summary, upon conclusion of the research, the City will have received from FM3 all of the documents listed below. All documents can be provided in hard-copy and electronic form, depending on the City's preference.

- **Topline survey results:** the survey questionnaire with response percentages for each response code
- **Cross-tabulated results:** responses to all survey questions segmented by demographic, geographic, attitudinal and behavioral subgroups of the electorate
- **Verbatim responses to open-ended questions**
- **Written report and executive summary of research findings:** including conclusions and strategic recommendations
- **PowerPoint presentation of key findings:** color slides constituting the comprehensive analysis of the data, and including conclusions and strategic recommendations

After the report and presentations have been completed, FM3 staff will remain available to answer follow-up questions from the City. If the need arises, FM3 can do further analysis to provide answers to follow-up questions that may be posed.

II. PROJECT SCHEDULE

FM3 is ready to begin work with the City of Brisbane immediately, at the City's request. We are capable of working quickly and effectively to ensure that City staff and decision makers have reliable and actionable results.

A draft outline of the timeframe within which project milestones will be completed follows. The timetable can either be shortened or lengthened to fit the City's needs.

July- August

- Authorization to proceed and initial project meeting
- Evaluate proposed methodology and finalize research plan, including the incorporation of community and stakeholder input into the questionnaire drafting process
- Develop detailed timeline for completion of all deliverables
- Collect input from community and key stakeholders

September-November

- Draft and finalize focus group discussion guide
- Prepare focus group materials, such as maps and images of the area to be developed
- Conduct focus groups

December-January

- Analyze focus group results
- Draft survey questionnaire and all supporting materials
- Continue to meet with community members and stakeholders to refine survey questionnaire

February-April

- Administer survey
- Develop and finalize survey reporting materials
- Present survey results and analysis

III. BUDGET PROPOSAL

The costs associated with each phase of the proposed research methodology are outlined below.

Consulting period: FM3's consulting services, including research design and public education efforts in advance of opinion research, cost **\$3,000 per month**. This price is inclusive of as many conference calls, phone and email communications, and in-person meetings as are needed to meet the project's goals and objectives.

Focus Groups: A typical focus group session costs \$8,000; the two to three focus groups proposed would cost between **\$16,000 and \$24,000**. This price is comprehensive, and includes all costs for participant recruitment and compensation, facility rental, discussion guide design, audio- and video-recording, transcription, and reporting and analysis.

Survey: The table below presents cost estimates for the recommended mail/online research methodology. These prices are comprehensive, and include all costs for questionnaire development, sample acquisition, interviewing/printing and mailing costs, data entry and survey programming (if the online option is selected), cross-tabulation, and reporting and presentation of results.

Survey Cost Estimates

Research Option	Administered Only in English	Translation into One Additional Language	Translation into Two Additional Languages
Mail/online Survey	\$27,000	\$29,500	\$31,500

These prices listed in the budget proposal do not include any travel or associated out-of-pocket expenses, which would be billed at cost if incurred. Of course, alternative research structures are possible, which might result in higher or lower costs. FM3 would be happy to tailor the structure of the survey to meet both your budget and research needs.

In total, FM3 would charge a maximum of \$9,000 for three months of consulting; a maximum of \$24,000 for three focus groups; and a maximum of \$31,500 for survey research. FM3 can therefore guarantee a set not-to-exceed maximum project cost at **\$64,500**.

Although FM3 typically bills by the project and deliverable, not by the hour, we have provided a table on the following page for reference, detailing the staff hourly rates relevant to the proposed project approach.

STAFF HOURLY RATES

POSITION TITLE	HOURLY RATE
Partner	\$200.00
Senior Vice President	\$150.00
Vice President	\$120.00
Research Associate	\$80.00
Operations/Administrative Staff	\$80.00

IV. STATEMENT OF QUALIFICATIONS

1. Firm Background

Fairbank, Maslin, Maullin, Metz & Associates (FM3), a California corporation, is a national opinion research firm that has specialized in strategic consulting and opinion research for over 30 years. Since its founding in 1981, the firm has provided research and strategic advice for hundreds of political candidates, ballot measure campaigns, businesses, non-profit organizations and government agencies across all fifty states and also in other countries.

FM3 offers a full range of opinion research and communications strategy consulting services, including all research services supporting the assessment of public perceptions of public services and local public policy proposals. FM3 has worked successfully with scores of municipalities throughout California, including their City staffs and elected officials on the development, administration and analysis of quantitative and qualitative research in a manner that translates the opinion research data into an accessible and comprehensible format with actionable recommendations.

FM3 opinion research and consulting services include:

- In-person intercept interviews in English and other languages
- Random-digit-dial (RDD) and listed (voter) sample public opinion telephone surveys in English and other languages
- Public opinion mail surveys in English and other languages
- Public opinion internet surveys in English, Spanish and other languages
- In-depth executive interviews
- Focus groups in English, Spanish and a variety of Asian languages
- Product testing and consumer market research
- Advertising testing using Audience Response System “Perception Analyzer” technology
- Communications strategy consulting

FM3 plans and executes all phases of survey and focus group research projects from beginning to end. FM3 designs the research instrument, specifies the sampling or recruitment plan, manages the data gathering process and analyzes and interprets the data. FM3 has on-staff Spanish language capabilities that it applies to all research projects involving populations with significant Spanish speaking segments.

FM3's primary business is to provide timely public opinion analysis to assist policymakers in making decisions. The firm's principals have decades of experience in opinion research, and our 23-person staff is multi-talented and works as a team to ensure the completion of quality opinion analysis in a timely manner.

FM3 prides itself on delivering personal service to its clients, who are assured ongoing contact with the firm's principals and senior personnel. For this project, we estimate that

four individuals will be directly involved: Partner Dave Metz, Vice President Shakari Byerly, Senior Vice President Renato Villacorte and Research Associate Rachel Weiler. Support staff are also involved in the day to day affairs of business. Biographies for the four personnel that will be most directly involved in the project are included in the “Consultant Personnel” section of the proposal. FM3 has been in continuous operation for 31 years, executing up to 300 surveys and 150 focus groups per year. FM3 maintains permanent, fully-staffed offices in Santa Monica, Oakland and Madison, Wisconsin.

FM3 has clients throughout the United States, but California is our home and is the focus of much of our work for government agencies to assess public perceptions and satisfaction with public services.

More detailed information about FM3 and its clients may be found on the firm’s website, www.fm3research.com.

2. Relevant Experience

FM3 is the recognized leader in helping California cities understand community attitudes toward City government and local public policy proposals. While a large part of this work has included the assessment of the feasibility of local ballot measures, we regularly work with local governments on an on-going basis to inform their community outreach and public education initiatives around land use issues.

The following are some of the key aspects of FM3’s experience that are relevant as the City of Brisbane seeks to understand public attitudes toward a proposed mixed-use development:

- ✓ **FM3 has a broad range of experience exploring public attitudes toward land use issues and development projects.** FM3 has extensive experience researching public support for development projects – including projects of a wide variety of locations – and gauging perceptions and attitudes towards land use regulations and how development projects may impact the local and regional quality of life. The following are several examples of our research in this area:
 - FM3 is currently conducting research to assess public attitudes toward the **8 Washington** project planned along the Embarcadero in San Francisco. This project proposes to create a mixed-use residential development along the San Francisco waterfront with a range of public benefits for the City, including an on-site public park, sidewalk cafes, restaurants, streetscape improvements, and revenues for the City’s affordable housing fund, among others. The research for this project will be conducted online, incorporating standard research questions and video depictions of the proposed project and the existing site.
 - FM3 is currently working with the **Masonic Home of Union City** to craft messaging in support of its proposal to build a new memory care facility and a

commercial and residential development on its property in Union City, California.

- Since 2008, FM3 has conducted a number of opinion research projects on behalf of the **A.G. Spanos Corporation** to assess public attitudes toward a range of local issues in the City of Stockton, including public support for development projects on historically rural, agricultural and open space lands. One specific aspect of this research included exploring public support for a project designed to create residential housing to meet a variety of income levels and support local economic development, including a new community hospital and commercial office and retail space.
- FM3 has conducted extensive research in the City of San Mateo on behalf of the owners of the **Bay Meadows Race Track** site as they successfully put forward a proposal for a mixed-use development on their property. Our research has been used to help guide decision-making for the owners of Bay Meadows, culminating in a unanimous vote by the City Council to allow the mixed-use development plan on the site to go forward. FM3's innovative focus group research was instrumental in helping reassure potential opponents of the plan and avoid an initial effort to put the plan to a public vote and override the City Council's decision. The firm's research specifically evaluated San Mateo voters' perceptions of Bay Meadows, and their support for the establishment of development projects including a mixed use transportation center, cultural center, retail shops, office buildings and housing.
- In the November 2012 election, FM3 worked with **Pacific Union College** in Napa County to defeat Measure U, a countywide ballot measure that would have unfairly limited the College's ability to carry out future building plans. FM3 provided baseline research to help set the campaign's message and targeting, and a tracking poll to confirm that the campaign was on track.
- Last fall, FM3 conducted survey research on behalf of the **City of Roseville** as they contemplated the development of a new hotel/conference center project. The research assessed both the opinions of local voters and local businesses, asking both populations to share their reactions to both the general concept and specific elements of the proposed project.
- Last year, FM3 conducted research to explore the opinions of voters in **Los Gatos, California** around the development and expansion of office space just outside of the City's downtown.
- In 2004, FM3 conducted survey research assessing opinions regarding the potential development of a large shopping destination in Los Angeles,

specifically the **Wilshire Center/Koreatown area**. This research touched on a potential ballot measure limiting big-box stores to no more than 75,000 square feet and how voters would view their local council members depending on their position on such a measure.

- FM3 conducted a survey of voters in the City of Emeryville that was used to pass two ballot measure (Measures U and T) that allowed for the expansion of **Pixar Animation Studios** in order to keep the company in the City. Our research showed that the economic benefits of Pixar, the company's popularity and its high national and global profile helped drive strong support for the expansion plans.
- **Playa Vista** in Los Angeles has used FM3's services for more than a decade. Our research has helped gain initial approval for the Playa Vista development and its continued expansion of housing and mixed-use development, including commercial office space.
- FM3 conducted focus group research on behalf of **Caruso Affiliated** among City of Arcadia residents to assess support for a new retail and residential development as part of the **Santa Anita Park** property. The research explored what types of shopping, dining and residential amenities local residents considered desirable and important as well as how Arcadia and its local economy would benefit from the project.
- FM3 regularly conducts research on proposed athletic stadium projects. FM3 conducted all research for the **San Francisco 49ers** in their successful drive to win approval for a new stadium in Santa Clara, and is currently conducting research for the **Golden State Warriors** new arena proposal and for advocates for a new **LA football stadium**.
- FM3 has also provided survey research in the City of Albany to assess voter support for a new retail and residential development as part of a plan to revitalize **Golden Gate Fields**. This research both assessed voters' opinions about what kinds of features, businesses and amenities they would like to see included in the project and how they would view the project in light of the potential increased tax revenue it would generate for the city.
- FM3 has conducted similar research for **NBC/Universal, the Westfield Company, 20th Century Fox, Disney Animation Studios, Universal CityWalk, Lenar Homes, Primestor** and many others.

- ✓ **FM3 also has a broad background in conducting citizen satisfaction surveys for local governments.** For almost three decades, FM3 has conducted numerous community satisfaction surveys for municipalities across California, from large cities such as San José to smaller towns such as the City of Capitola. Our community satisfaction research has included the following projects, among others:
- FM3’s community surveys and employee surveys for the **City of San José** have provided critical benchmarks for the City’s “Investing in Results” performance measurement program.
 - In 2010, FM3 worked successfully with the **City of San Francisco** through the office of the Controller and several City departments to develop and implement the City’s first Street and Sidewalk Perception Study, which provided baseline data on both resident and visitor perceptions. In consultation with the City’s Department of Public Works and the Controller’s Office, FM3 used this baseline data to assist the City in calibrating its street and sidewalk cleanliness standards, as well as its street and sidewalk maintenance schedule to better align with user expectations.
 - Since 2003, FM3 has also conducted a series of resident and business community assessment surveys for the **City of Bellflower** that have helped City leaders determine whether the quality of services it provides to residents and businesses has improved and in what ways the City can continue to enhance residents’ quality of life. The survey results were also used by the City of Bellflower to allocate a portion of the general funds raised through successful ballot measures.
 - FM3 has also conducted (or is in the process of conducting) such surveys for **Monterey Peninsula Regional Park District, the Rancho Palos Verdes Parks and Recreation Department** and the cities of **Bellflower, Capitola, Carson, Citrus Heights, Concord, Coronado, Del Mar, El Monte, Fairfield, Folsom, Fremont, Hawaiian Gardens, Hemet, La Habra, Lakewood, Larkspur, Livermore, Milpitas, Moreno Valley, Oakland, Pasadena, Rancho Cordova, Rancho Palos Verdes (Parks and Recreation Department), Rancho Santa Margarita, Redondo Beach, Sacramento, San Francisco, San Jose, San Luis Obispo, San Ramon, Santa Monica, Saratoga, Sunnyvale, and Torrance.**
- ✓ FM3 also has extensive experience conducting opinion research among residents of the **San Mateo County and the San Francisco Bay Area**. FM3 has a local office in Oakland and routinely conducts research on a wide variety of subjects with residents and voters in communities throughout San Mateo County. The diverse range of clients for whom we have conducted research in the County includes the following:
- FM3 has conducted surveys for **Stanford Hospital** to assess the views of residents of neighboring communities in San Mateo County regarding the services it provides.

- FM3 provided opinion research in support of **Measure A**, the successful 2004 measure that renewed the county's half-cent transportation sales tax funding.
- FM3 has conducted research in Menlo Park on behalf of the **San Francisco Foundation** to assess public attitudes toward transit oriented development proposals.
- FM3 has conducted survey and focus group research for a variety of private development clients in the County, including the **Bay Meadows** project.
- FM3 conducted focus group research among residents of Burlingame, Millbrae, San Mateo and Foster City to assess their support for a potential ballot measure to build a new medical facility in front of what is now **Peninsula Medical Center**. The research evaluated the impact that an expanded medical center might have on area residents such as traffic and light pollution, and it tested various strategies for effectively communicating the proposal to the public.
- FM3 has conducted research for local governments in the County as well, including public opinion survey of 400 residents on behalf of **San Mateo County** to assess their understanding of issues related to stormwater pollution in the county. FM3 has also completed survey research for the **City of Pacifica** on a number of issues related to local service delivery, and for the **Burlingame Elementary School District** on issues related to school facility funding.
- FM3 has conducted focus group research with San Mateo County residents for a wide range of clients, from the **Presidio Trust** to the **Environmental Defense Fund**.

The library of research we have developed through these and other efforts will inform the research we design for the City.

Our commitment to our clients does not conclude after the final presentation of a survey's results. As a matter of course, we will remain available for additional consulting and interpretation of the results as the communications plan and public decision making evolves over time.

3. References

The references listed below may be contacted to gain greater insight into the nature and caliber of our work.

Masonic Home of Union City – Resident Attitude Assessment and Ballot Measure Feasibility Research

This year, FM3 has worked with the Masonic Home of Union City to assess residents' attitudes towards a proposed development on a parcel of land owned by the Masonic Home. FM3's research helped the Masonic Home identify key stakeholders, mold the project to remain in line with local sensibilities, and develop messaging around a needed ballot initiative.

Contact: Dominic Dutra, Chief Executive Officer, Dutra Cerro Graden
7600 Dublin Blvd., Suite 275 Dublin, CA 94568
Phone: (925) 479-1350 email: ddutra@dcgrealestate.com

City of Dublin – Ballot Measure Feasibility Research

From 2009-2012, FM3 worked with the City of Dublin to assess voter perceptions of the City's fiscal condition, budget related issues and support for potential revenue measures to strengthen the City's long-term fiscal stability. Although the City did not move forward with a revenue measure, the research helped inform their decision-making around the use of existing budget reserves, potential partnerships with the local school district and the City's understanding of local funding priorities.

Contact: Joni Patillo, City Manager, City of Dublin
100 Civic Plaza, Dublin, CA 94568
Phone: (925) 833-6650 email: joni.patillo@dublin.ca.gov

City of San José – Community, Employee, and Budget Prioritization Surveys

Since 2000, FM3 has conducted over a dozen survey research projects for the City of San José. These include telephone surveys in English, Spanish and Vietnamese to gauge citizen attitudes toward a wide variety of City services and conditions in the community (community surveys); mail-out and Internet surveys of approximately 8,000 City employees (employee surveys); and surveys to assess public priorities for budget cuts and revenue enhancements (budget prioritization surveys). Our most recent project was a January 2012 budget issues survey assessing, among other things, the viability of several different finance measures.

Contact: David Vossbrink, Director of Communications, City of San José
200 East Santa Clara Street, 17th Floor, San Jose, CA 95113
Phone: (408) 535-8170 email: david.vossbrink@sanjoseca.gov

V. CONSULTANT PERSONNEL EXPERIENCE

The research for the City of Brisbane would be led by FM3 Partner David Metz, who would oversee the administration of all survey drafting, data analysis, and preparation of reports. He would be assisted in client coordination, survey drafting, data analysis and report writing by FM3 Vice President Shakari Byerly (day-to-day contact) and FM3 Research Associate Rachel Weiler. FM3 Senior Vice President of Information Systems Renato Villacorte will serve as senior statistician for the project, with primary responsibility for conducting, interpreting and presenting the results of any multivariate statistical analyses, predictive modeling and advanced data mining.

All FM3 staff persons assigned to this project have worked successfully administering past research projects for various municipal departments and agencies. Mr. Metz, Ms. Byerly, Mr. Villacorte and Ms. Weiler regularly work as a team with the firm's clients in San Mateo County and throughout the Bay Area. All staff involved in the project are highly familiar with the region's population and the unique methodological considerations associated with designing and implementing opinion research in local communities contained therein.

FM3 will make all these key personnel listed fully available for work on the City of Brisbane's research. We believe that one of the aspects that sets FM3 apart from our competitors is our commitment to treating survey results – and our analysis of them – as ongoing resources to be made available at the City's request. FM3 personnel have made themselves regularly available for meetings, presentations, and phone and e-mail consultation on the results of prior surveys for scores of municipalities, in many cases months after the research was complete.

Biographies of key staff appear below.

David Metz (Project Manager)

David Metz, a Partner in Fairbank, Maslin, Maullin, Metz & Associates (FM3), has provided opinion research and strategic guidance to hundreds of non-profit organizations, government agencies, businesses, and political campaigns in over 40 states since joining the firm in 1998.

Mr. Metz has conducted research for dozens of local governments in California, helping them craft ballot measures to provide additional revenue to fund vital public services. He has also provided research and consulting to help win voter approval for five statewide parks, land use and water quality and supply bonds in California.

In addition, Mr. Metz has specialized in providing community satisfaction, policy development and financial increment surveys for cities, including Dublin, Concord, Milpitas, Orinda, Oakland, Palo Alto, San Jose, San Francisco and as well as numerous other local and regional government agencies. Mr. Metz serves as the lead researcher on nearly all of the firm's work for government agencies in Northern California. He has also

specialized in providing research to numerous conservation organizations, among them the Nature Conservancy, Trust for Public Lands, the League of Conservation Voters, the Sierra Club, and the National Audubon Society.

Mr. Metz has provided research to win some of the most expensive and contentious ballot measure campaigns in national history. In November of 2010, his research helped guide the campaign to defeat 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.

Mr. Metz's research has also helped win voter approval for 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 Minnesota, Iowa, Pennsylvania, Ohio, Nevada, New Jersey, and Oregon. 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.

Prior to joining FM3, Mr. Metz served as an analyst for the City of Milwaukee's Budget and Management Division, a Staff Assistant to Milwaukee Mayor John O. Norquist, and the chief finance aide to San Francisco Supervisor Susan Leal.

Mr. Metz 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.

Shakari Byerly (Assistant Project Manager)

Shakari Byerly is a Vice President with Fairbank, Maslin, Maullin, Metz & Associates and joined the firm in 2007. Ms. Byerly has more than a decade of experience in local and state policy-making and political strategy. She also has significant experience working on political campaigns, including issue initiatives and candidate races in California and throughout the country.

As a researcher, Ms. Byerly's expertise includes the design and implementation of quantitative and qualitative opinion research across a broad range of public policy issues, including local public finance, community and consumer satisfaction, marketing and branding, land use and commercial and residential development, among others. Ms. Byerly regularly conducts research to assist public agencies in meeting their strategic objectives, including research conducted on behalf of the cities of Dublin, Hercules, Palo Alto, Orinda, and San Francisco. Ms. Byerly specializes in conducting research in the San Francisco Bay Area, the Central Valley and the Sierra Nevada Region and she has successfully supported dozens of government agencies in garnering voter support for local finance measures.

Prior to joining FM3, Ms. Byerly served as a Policy Analyst at the Center for Governmental Studies in Los Angeles, a non-partisan, non-profit research institute focused on political and electoral reform. Her professional experience also includes serving as a policy consultant to several members of the California State Legislature and the Los Angeles Unified School District Board of Education. Ms. Byerly began her career as an educator in San Francisco Public Schools.

Ms. Byerly received her Bachelor's degree, Cum Laude, in Government from Dartmouth College. She received her Master's degree in Public Policy from the UCLA Luskin School of Public Affairs.

Renato Villacorte (Statistician)

Renato G. Villacorte, Vice President of Information Systems, leads the team of professionals that provide expert research design and analysis support to the firm's researchers. As the 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 best insight into the research population.

Mr. Villacorte analyzes data from research conducted on behalf of a wide range of municipal and private sector clients, including the cities of San Jose and San Francisco, as well as national and statewide 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.

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

Rachel Weiler (Research Support)

Rachel Weiler joined FM3 as a Research Assistant in 2013. Ms. Weiler is responsible for assisting researchers with qualitative and quantitative research and analysis. Prior to joining FM3, Ms. Weiler worked as a field organizer for Congressman Jerry McNerney's successful 2012 reelection campaign. She received her Bachelors' degree, Magna Cum Laude, from Brown University, where she majored in History. She received her Master's degree in Politics and Communication from the London School of Economics and Political Science in 2012.

VI. DESCRIPTION OF WORK SAMPLE

City of Palo Alto Infrastructure Finance Survey: This year, FM3 completed a survey of residents of the City of Palo Alto to explore residents' attitudes towards City government and services, and to assess the feasibility of a potential ballot measure to raise revenue for infrastructure improvements. The appendix of this proposal includes a graphic presentation of the survey results and analysis, as well as topline data detailing responses to each of the survey questions.

APPENDIX A: BUDGET PROPOSAL FOR IN-PERSON INTERVIEWS

If the City is interested in conducting survey research using in-person interviewing, we anticipate that the cost would range from **\$87,000 to \$89,750**, depending upon the number of languages employed to administer the survey. The costs associated with administering the research in up to three languages appear in the table below.

Survey Cost Estimates

Research Option	Administered Only in English	Translation into One Additional Language	Translation into Two Additional Languages
Door-to Door Interviewing	\$87,000	\$88,500	\$89,750