

INDEPENDENT SCHOOL DISTRICT #832
STUDY SESSION – BOARD OF EDUCATION
Thursday, March 27, 2008 - 7:00 PM
Mahtomedi District Education Center - Community Room

The Mission of the Mahtomedi School District No. 832, as a multi-community public school system, is to provide individually challenging, lifelong learning experiences for all people, leading to productive and self-fulfilling roles in a global society, accomplished through partnerships with students, families, staff and communities all committed to excellence.

- AGENDA -

1. CALL TO ORDER
2. ROLL CALL OF ATTENDANCE
3. DISCUSSION/INFORMATION ITEMS
 - A. Hear Update on Teacher Q-Comp Planning
Presenter: Sue Ann Gruver
 - B. Review Spending Reduction Plan 2008-2009
Presenter: Denise Sundstrom and Mark Wolak
 - C. Discuss YMCA Market Feasibility Study 2
Presenter: Mark Wolak
 - D. Review Facility Planning Timeline Proposed by Johnson Controls 27
Solutions Team
Presenter: Denise Sundstrom and Mark Wolak
4. ADJOURNMENT

March 14, 2008

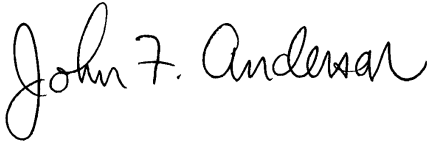
Tom Holland
Executive Director
Northeast Family YMCA
2100 Orchard Lane
White Bear Lake, MN 55110

Dear Tom:

Per your request, enclosed is our revised proposal to conduct a market feasibility study for a new Community Center/YMCA.

We appreciate having the opportunity to submit this proposal and look forward to the possibility of working with you and your team on this important research! If you have any questions, need any additional information or clarification, or if you would like to change the study parameters, please feel free to contact us. Thank you for thinking of us!

Sincerely,



John F. Anderson, Ph.D.
President



Marsha A. Niebuhr
Vice President

JFA/MAN/jrk

Enclosure

PROPOSAL TO CONDUCT A MARKET FEASIBILITY STUDY

PREPARED FOR:

NORTHEAST COMMUNITY PARTNERS

MARCH 14, 2008

PROPOSAL TO CONDUCT A MARKET FEASIBILITY STUDY

PREPARED FOR:

NORTHEAST COMMUNITY PARTNERS

PRESENTED BY:

ANDERSON, NIEBUHR & ASSOCIATES, INC.

MARCH 14, 2008



**Northpark Corporate Center, Suite 200
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Arden Hills, MN 55112
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800-678-5577
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PROPOSAL OVERVIEW

Anderson, Niebuhr & Associates, a Minnesota-based, **internationally known provider of custom-designed research** solutions for the private and public sectors, is pleased to present this proposal to the Northeast Community Partners. This proposal includes the following sections, which are briefly outlined here. Please turn to the page numbers specified for full details of each section.

PROPOSAL SECTION	BRIEF SUMMARY
<p>OUR UNDERSTANDING OF YOUR GOALS (PLEASE TURN TO PAGE 2 FOR COMPLETE DETAILS)</p>	<ul style="list-style-type: none"> • A quantitative research study of community residents and current Northeast Family YMCA members to guide the development of a new Community Center/YMCA. • Resulting data generalizable to all residents of the community and members of the YMCA • Analysis and data to be used by the Northeast Community Partners for planning and decision-making regarding this proposed facility
<p>OUR PROPOSED SOLUTION (PLEASE TURN TO PAGE 3 FOR COMPLETE DETAILS)</p>	<ul style="list-style-type: none"> • Phone surveys of a random sample of 350 Northeast community residents and 100 current Northeast Family YMCA members • Questionnaires custom-created to obtain data specific to your needs • Questionnaire pretesting to ensure accuracy • Telephone surveys with high response rate • Data accurate to within $\pm 5\%$ at 95% confidence level • Thorough analysis of data • Complete, easy-to-understand report • On-site presentation of results
<p>WHY ANDERSON-NIEBUHR IS THE RIGHT CHOICE! (PLEASE TURN TO PAGE 12 FOR COMPLETE DETAILS; REFERENCES ON PAGE 18)</p>	<ul style="list-style-type: none"> • Our 30+ years of experience, leading to a national and international reputation for expertise in marketing research services, ensures a successful project for you. • With our wealth of experience with YMCAs and highly qualified staff, we have the capability to design the right survey with the right questions and obtain the highest response rates.
<p>PROPOSED SCHEDULE & COSTS (PLEASE TURN TO PAGE 21 FOR COMPLETE DETAILS)</p>	<ul style="list-style-type: none"> • We are committed to completing this project in a timely manner. We understand that you wish to start the study in April, with a completion date by the end of July. • We will perform all services and provide all deliverables described in this report within the budgeted cost. We will work with you to ensure that project phases are completed efficiently and cost-effectively.
<p>WHAT'S NEXT (PLEASE TURN TO PAGE 22 FOR COMPLETE DETAILS)</p>	<p>We thank you for this opportunity and invite you to contact Jack Anderson or Marsha Niebuhr with any questions or concerns: by telephone at 651-486-8712 or 1-800-678-5577; by email at jack@ana-inc.com or marsha@ana-inc.com.</p>

OUR UNDERSTANDING OF YOUR GOALS

The Northeast Community Partners conducted Phase I, Qualitative Research, in the summer of 2007. Four focus groups were conducted with community members and two with current YMCA members. All groups identified several areas of opportunity for recreation, fitness, and community programs. All groups were favorable to a collaboration of the Northeast Community Partners and the YMCA. The focus groups indicated a need for a community center that served all ages and was accessible and affordable.

Because of the results of Phase I focus groups, the Northeast Community Partners have identified the need to conduct a **quantitative market feasibility study of community residents** (Phase II) regarding a potential Community Center/YMCA facility to be built in the Northeast area.

The Northeast Community Partners have stated that this study must:

- ▶ Determine the market potential of a new facility.
- ▶ Provide market projections for the number of adult and family memberships the Community Center/YMCA can expect at the new facility
- ▶ Determine acceptable membership price ranges
- ▶ Determine levels of interest in specific facility amenities, features, and programming
- ▶ Identify the characteristics of primary target markets with the greatest membership potential

Conversations with the Northeast Community Partners indicate that you need quality data to ensure that future decisions about a new facility are based on the real needs and wishes of community residents and current members. Unbiased input from residents and members is necessary to ensure the most appropriate future financial and planning decisions.

Anderson-Niebuhr's goal for this project is to ensure that it will substantively contribute to the achievement of the goals set by the Northeast Community Partners, and in a timely, cost-effective manner.

OUR PROPOSED SOLUTION

Anderson-Niebuhr is delighted to bring our **proven research expertise and experience with YMCA research** to assist you in your **market feasibility study**.

As you know, only the highest-quality research can ensure the best possible planning and decision-making about a new Community Center/YMCA facility. By partnering with us, you can **capitalize on our experience, reputation, and decades of successes to obtain the quality of community input you are seeking!**

Overview of Our Phased Approach to Your Project

We propose the following proven, six-phased approach to designing and conducting your specific research project. *(Detailed information on each phase for your project follows this chart.)*

OUR CUSTOM RESEARCH PROCESS		
Research Phase	Desired Outcome	Anderson-Niebuhr Value-added Methods
1. Project Design	A research design that will obtain the information needed to make decisions	Incorporate your unique goals and needs in custom-designing a project that will result in actionable data.
2. Sampling Design	Sampling that permits the data to be generalizable to the desired population	Select the right sample size and type to ensure accurate representation of your unique target populations.
3. Questionnaire Development	A questionnaire that will yield accurate, useful data	Develop and pretest questions crafted specifically for your situation to produce precise data applicable to your unique goals and needs.
4. Data Collection	Compilation of accurate data with minimal non-response bias	Use our proven survey techniques that allow us to achieve the highest response rates (and, therefore, the most accurate data) in the industry.
5. Data Analysis	Thorough and meaningful statistical analyses	Carefully match our sophisticated statistical analysis capabilities to your goals and needs to ensure you get the answers you desire.
6. Reporting Results	Useful, meaningful description of the results	Provide findings in clear, easy-to-understand graphics and text that are tailored to your needs and immediately actionable.

Phase 1: Project Design

During this phase, we will work closely with you to finalize a **project design that will produce useful, action-oriented input** from community residents and YMCA members on the relevant issues and topics.

What Our Clients Say:

"I was impressed with ANA staff's up-front dialog ... to ensure a clear understanding of data needs and the best approach to meet those needs."

Our reputation for responsiveness and flexibility proves our commitment to **listen carefully to what the Northeast Community Partners need** from this research and ensure those needs are being met throughout the project.

Outcomes of this phase:

- ▶ Specific objectives for the surveys
- ▶ Specific topics you wish addressed in the questionnaires
- ▶ Precise definition of the populations to be studied
- ▶ Methodologies to use in the study and analyses
- ▶ Timetable for the project

We propose one meeting during the onset of the study to finalize project and sampling design, as well as discuss topics for the questionnaire.

Phase 2: Sampling Design

In partnership with you, we will define the survey populations and a sampling strategy that **yields accurate data generalizable** to the desired populations. We will ensure the samples are **drawn exclusively from the population of interest**. Here is our initial understanding of the sampling information:

Populations of interest:

- ▶ *Northeast Community Residents:* We will work with you to determine the exact geographic area to be included. At this time, we understand residents in the following areas will be included in the sample: City of White Bear Lake, White Bear Lake school district, City of Hugo, City of Mahtomedi, and the Mahtomedi school district. We will work with you to refine the exact geographical parameters as necessary.
- ▶ *Current Members of the Northeast Family YMCA.* We will randomly select a representative sample of members from the Northeast Family YMCA membership population.

Sample size:

- ▶ *Northeast Community Residents:* Random sample of 350 community residents. A sample of this size will yield data accurate to within $\pm 5\%$ at a 95% confidence level when generalizing to the population of community residents.
- ▶ *Current Members of the Northeast Family YMCA:* A random sample of 100 current members. A sample of this size will yield data accurate to

within $\pm 10\%$ at a 95% confidence level when generalizing to the population of current YMCA members.

Sample source:

- ▶ We will use our resources to obtain the lists from which to select the community resident samples.
- ▶ We assume that the YMCA will provide an electronic list of members from which to select the sample, including name, address, and telephone number, and any other variables of interest to use in sampling or data analyses.

We've based this preliminary sampling design on our communications with you to date, and **will clarify it further during this phase of the project**. If revisions to the strategy become advisable, we will discuss any potential changes with you.

Phase 3: Questionnaire Development

For this phase, we will **combine our highly successful questionnaire-design experience with your knowledge** and the study's goals to produce the best possible questionnaire for your needs. For your project, we will design two custom questionnaires: one for residents and one for members. The questionnaires will include a set of core questions, common to both (which will allow for comparisons between groups), with unique questions to address specific topics of interest for each.

No two organizations are identical. Nor are their products, services, and customers. It is critical, then, that survey questions be carefully crafted to match the organization, its target population, and its specific goals for a research project. Anderson-Niebuhr is internationally known for its expertise in questionnaire development. **We'll use that expertise in your project to develop the right questions and ask them in the right way to ensure you get the data you need for decision-making.**

Identify Issues and Topics

The first **critical step** is to identify the issues and topics that need to be addressed. Accurately identifying the issues is essential, given how important the survey results will be for the Northeast Community Partners. We will use our experience to ensure the **list of topics is complete, and each one is accurately defined**. Issues and ideas that were discussed **in the qualitative focus groups** will be used in the quantitative questionnaires.

Based on our initial understanding of your needs, we suggest that **possible topics for the surveys** include, but not be limited to, the following:

- ▶ Residents' awareness of the YMCA and its programs
- ▶ Residents' and members' level of interest in Community Center/YMCA programs and services
- ▶ Factors influencing a resident's decision to join the Community Center/YMCA
- ▶ Residents' interest in becoming a member of a Community Center/YMCA
- ▶ Residents' and members' opinions regarding a new Community Center/YMCA facility amenities, services, and programming
- ▶ Residents' and members' price sensitivity to membership fees
- ▶ Residents' current fitness center memberships
- ▶ Demographic information

We will work closely with you to ensure that **all relevant issues are addressed**.

Question Construction

Once the topics are clarified, we will craft the questions, taking care to word each one for clarity and neutrality. **Key considerations that we use** to develop questions for your research will:

- ▶ **Minimize bias** and **maximize validity and reliability**.
- ▶ Ensure that the phrasing results in **precisely asking** the desired information.
- ▶ Ensure questions are **easily understood and interpreted in the same way** by all survey participants.
- ▶ **Prevent "loaded" questions** – i.e., ensure the questions themselves do not suggest that one answer is socially preferred or more "correct" than the others.
- ▶ **Avoid words that may stimulate** strong emotional reaction, offend, confuse, or alienate respondents.

Questionnaire Format

To obtain the most valuable data possible, we recommend using **mostly closed-ended questions** with a predetermined set of response options.

Anderson-Niebuhr is **widely recognized for superior questionnaire design**, which contributes to our historically **high response rates**. Part of our success is due to our methods for developing survey questions which:

- ▶ Ensure that **all possible options** are included.
- ▶ **Eliminate the possibility** that anyone can legitimately respond with **more than one answer** to a given question.
- ▶ **Avoid confusing** respondents.
- ▶ **Prevent problems** of interpreting multiple responses.

For your quantitative telephone questionnaires, we recommend that:

- ▶ The surveys take no longer than **15 minutes to complete** by telephone.
- ▶ The surveys include up to **three open-ended** questions.
- ▶ The surveys be written in English. We can translate into other languages for additional costs.

Pretest

Pretesting – i.e., a trial administration of the quantitative questionnaire on a small sample using the same methods to be used in the main study – will **ensure that all questions are clearly understood** and can be answered by survey respondents.

What Our Clients Say:

“Excellent project management and attention to detail, and excellent response rate.”

For your project, we will:

- ▶ Conduct a **pretest of the community resident survey with 15 respondents**.
- ▶ **Share pretest results** with you, and **revise** the questionnaires based on the discussion of the results.
- ▶ Prepare the **final questionnaires** for your approval.
- ▶ Begin data collection **only after you approve** the survey instruments.

Phase 4: Data Collection

Superior, effective methodologies for collecting survey data are essential for yielding dependable, actionable results. During this phase, we will apply **our proven philosophy and methods** to collect the data that will produce **excellent results for the Northeast Community Partners**.

Ensuring Valid Response Rates

Anderson, Niebuhr & Associates, Inc. has been **studying response rates and the effects of nonresponse bias** for more than 30 years. Among our findings:

A common, but misguided, approach to conducting a survey often consists of: (1) drawing a large sample; (2) making only a few attempts to reach the original sample; (3) replacing those unable to be reached with minimal effort; and (4) not reporting the true response rate or taking into consideration the replacement of the original sample. This approach typically ignores two types of methodological error that affect the usefulness of the data:

- ▶ **Sampling error**, which affects the ability to generalize from the data
- ▶ **Non-response bias**, which affects the accuracy of the data

What Our Clients Say:

“We were very satisfied with the quality of research and response rate.”

We have a long-standing reputation for avoiding such errors. Our strategies provide you with **statistically reliable and valid findings generalizable** to your desired population.

Our data collection methods **guarantee** successful data collection. These methods are described in further detail in the textbook *Questionnaires: Design and Use*, by John Anderson and Marsha Niebuhr.

A brief overview of the methods we recommend for your project:

- ▶ **Use professional interviewers** and centralized CATI (**computer-assisted telephone interviewing**) facilities to conduct high-quality telephone surveys. We will use professional interviewers who have had years of experience conducting interviews with community residents.
- ▶ **Fully orient interviewers** at the beginning of the project to:
 - Inform them of the study’s purpose.
 - Review the survey instrument.
 - Role-play the interviewing process.
 - Answer any questions they may have.
- ▶ **Make the phone calls at varying times of the day and on different days of the week** to ensure that every conceivable attempt is made to contact the original sample. We will make up to **five attempts** to reach a person before replacement.
- ▶ **Northeast Community Partners representatives are also welcome to listen to interviews remotely.**

We assume the interviews will be conducted in English. (Anderson-Niebuhr is capable of conducting interviews in other languages, but the cost for doing so is not reflected in this proposal.)

We will provide **progress reports** to the Northeast Community Partners during data collection so you are with us every step of the way. We will work with you to determine the format and frequency of the updates.

Phase 5: Data Analysis

What Our Clients Say:
 "... very responsive to requests for additional analysis required to answer our internal customer needs."

To provide you with the **highest quality quantitative data analysis**, we will:

- ▶ Review all survey responses for **completeness and consistency**. Any inconsistencies will be carefully checked to ensure the accuracy of the information.
- ▶ Send data from completed telephone surveys directly into the **CATI system for analysis**.
- ▶ Analyze the data using our **in-house computer facilities and computer programs** contained in the Statistical Package for the Social Sciences (SPSS Windows).
- ▶ At this time, we will provide **complete descriptive statistics** for all close-ended questions, so that you have a **thorough understanding** of what residents said.
- ▶ In addition, we propose conducting **crosstabulations** to determine significant **differences between groups** based on variables that may be of interest (e.g., those who are likely joiners, etc.). These crosstabulations will allow you to **better understand subgroups**, and potentially aid in the development of marketing strategies for these unique niches.
- ▶ We will conduct **crosstabulations** to determine significant differences between **residents and members**.
- ▶ We will also perform **market potential analysis**, and analyze the price-sensitivity questions to determine projected revenue at key membership price points.
- ▶ For **open-ended** questions, we will code responses into meaningful categories and display them as tables in the report.

NOTE: We can conduct a wide range of statistical analyses, from simple descriptive to complex multivariate analyses. During the project design phase, we will work with you to identify the key statistical analyses and graphics that will best present the findings for use in your decision-making. **Early identification of these analyses will ensure that needed data are obtained during the data collection phase.**

Phase 6: Reporting Results

We will provide you with study results designed to be **of maximum use to the Northeast Community Partners**. We are capable of preparing a variety of report styles to ensure the format is easy to understand and actionable for you. Our report to you will use a clear, graphic style for **ease of understanding**. We will work with you to determine what report format and contents will best suit your needs.

What Our Clients Say:

“The presentation ... was well-received. [ANA] understood all the information and answered questions in a way that could be understood, and they were very professional.”

Report Deliverables

- ▶ **Seven copies** of the report, in color
- ▶ An **electronic copy** of the report, if desired
- ▶ An electronic file of the **cleaned, raw data** in Excel, Access, ASCII, or other format useful to the Northeast Community Partners, if desired

Our researchers will also make an **on-site presentation of the study results**.

Contents of Your Quantitative Survey Report

- ▶ **Conclusions and recommendations** you can use to immediately develop and modify strategies
- ▶ **Graphic and descriptive summaries** for **residents and members** that will be clear to all those who will use the data
- ▶ **Statistical analyses** of the findings for use in decision-making
- ▶ **Responses to open-ended questions**, which will provide an additional perspective, grouped into categories and displayed as coded tables
- ▶ **Market projections** based on survey results and population demographics
- ▶ A copy of the **questionnaires** used
- ▶ A description of the **research method** used

The Art of Research Science: Our Commitment to You

While the six phases listed above are essential to a successful project, it's also important to understand that *how we apply the science of market research to completing your project is, ultimately, the key to your success – and ours!*

During our 30 years in business, we've built into our process not just the **best scientific methods** and techniques of market research, but also the most **essential ingredient of success** – our commitment to **maintain close communication with you to ensure a survey that provides the best possible data for your purposes.**

All phases of our research assume **continuous communication** with you to **ensure that we are meeting your needs** at every step of the process. We listen to clients and make recommendations based on **their goals and needs**, rather than thrusting a pre-packaged solution on them. **We view our clients as partners** in the process – a partnership that is essential to success.

We will **work with you** to define the research direction and will **keep you informed as the study progresses** to ensure that the data collected will be of the **highest quality and maximum usefulness** to the Northeast Community Partners when the project is completed.

We combine
the "art" of business communication with
the "science" of research
to guarantee a successful project!

WHY ANDERSON-NIEBUHR IS THE RIGHT CHOICE!

Anderson, Niebuhr & Associates, Inc., a Minnesota-based corporation, was created in 1974 because the founders perceived the **need for a firm to provide high-quality research services**. Since its beginning, the firm has been recognized for its expertise in questionnaire design, achieving high response rates, and providing research results in an understandable and usable way.

This unrelenting focus on quality has provided us with a **national and international reputation for excellence**. The company's founders are sought-after speakers and trainers on topics related to research in many venues, and the **firm is recognized as one of the premier providers** of marketing research services.

- We are **committed to obtaining high quality data** for our clients so that they are confident in the results of the research we provide to them.
- Our **proven research approach** incorporates carefully designed questionnaires, appropriate sampling designs, and presentation of data in a way that meets the client's need.
- We **routinely achieve response rates of 90 percent or higher** for surveys we conduct.
- We are **experts in multi-modal surveys**, designing surveys for mail, telephone, and Internet, as well as focus groups.

In particular, we believe that our capabilities in the following three areas will ensure that the Northeast Community Partners **receive the greatest value** for its investment in this research:

- ▶ **Expertise**
- ▶ **Experience**
- ▶ **Quality Control**

How Our Expertise Enhances Your Project

Anderson-Niebuhr's **research associates are experts in the research process**, including questionnaire design, sampling, statistical analysis, graphic presentation design, report writing, and project management of large and small survey projects.

All members of our senior **research staff have worked extensively conducting research in a variety of settings**.

Anderson-Niebuhr's Principals

Our principals and founders, **Dr. John Anderson** and **Marsha Niebuhr**, are **internationally recognized experts** in market and survey research. Among their achievements:

What Our Clients Say:

“Great flexibility, understanding of client needs, AND the research process. Complete trust that the research will be done soundly.”

- ▶ **Co-authors of a widely used textbook** on survey research, *Questionnaires: Design and Use* (2nd ed., 1986)
- ▶ **Adjunct faculty members** with the University of Minnesota
- ▶ **Instructors** for the American Marketing Association School of Marketing Research at the University of Notre Dame
- ▶ **Developers and presenters** of two highly popular, **accredited research skills improvement workshops** held in locations throughout the United States and Europe
- ▶ **Frequent participants in conferences** sponsored by professional organizations such as the Society for Healthcare Strategy and Market Development (SHSMD), American Marketing Association (AMA), American Society for Quality (ASQ), and the Association for Quality and Participation (AQP)
- ▶ **Guest speakers** at meetings of the American Educational Research Association (AERA), American Association of Medical Society Executives (AAMSE), and Alliance for Healthcare Strategy and Marketing (AHSM)
- ▶ **Founders of the Special Interest Group on Survey Research**, an organization within the AERA, established to improve the methods used to conduct survey research
- ▶ **Publication of research articles** in professional journals and publications, including *Journal of Marketing*, *Journal of Applied Psychology*, and *Marketing News*
- ▶ **Members of professional marketing and marketing research associations**, including the American Association of Public Opinion Research (AAPOR), the Marketing Research Association (MRA), the American Marketing Association (AMA), the American Educational Research Association (AERA), and the Society for Healthcare Strategy and Market Development (SHSMD)

Anderson-Niebuhr's Professional Staff

We hire professional, technical, and administrative employees who are **trained and experienced in conducting high-quality research**. Their advanced education and experience in business, marketing and statistics brings a unique perspective to research inquiries, and **enhances their ability to understand your project needs, and design innovative and actionable solutions** for your research questions.

The Anderson-Niebuhr professionals assigned to your project will be chosen from the following key staff members:

What Our Clients Say:

**“Very professional.
Met every deadline.”
“Your team is always
very accessible and
willing to answer our
questions.”**

- ▶ **Angelica Bonacci, research associate**, master’s degree in psychology with a graduate minor in statistics from Iowa State University, currently completing her doctorate in social psychology through Iowa State University
- ▶ **Sarah Jenson, research associate**, bachelor’s and master’s degrees in sociology from North Dakota State University
- ▶ **Jeff Melsa, research associate**, bachelor’s degree from the University of North Dakota in marketing, and a minor in economics
- ▶ **Kim Bartl, Director of Field Services**, bachelor’s degree from Whittier College in political science and a minor in business administration
- ▶ **Barry Bloomgren, research associate**, bachelor’s degree in sociology from Augsburg College

Our **professional interviewing staff members**, who conduct our in-house telephone interviews:

- ▶ Are **highly skilled** in administering surveys.
- ▶ Receive **ongoing training** to enhance their research skills.
- ▶ Are trained in **techniques to facilitate response** from survey participants, thus keeping refusals to a minimum.

How Our Experience Enhances Your Project

We have been conducting survey research – and **consistently attaining high response rates** – for our clients for more than 30 years. During that time, we have completed many successful projects, including:

- ▶ **YMCA research** for a variety of YMCA’s, including member satisfaction, market needs assessments, and market feasibility and site location of new facilities.
- ▶ **Needs assessment, image, satisfaction, awareness, and market share studies** to assist organizations, associations, and companies with assessing their image, products, and services
- ▶ **Customer satisfaction research** for a wide variety of organizations, large and small, in many locations, and of different types
- ▶ **Studies in education** for public school districts, colleges, and universities across the country
- ▶ **Market research studies** for corporate clients located throughout the United States
- ▶ **Healthcare studies** for hospitals, clinics, pharmaceutical companies, specialty clinics, insurance companies, and state agencies

While each project is custom-designed to meet the unique needs of a particular client, they all contribute to **our repertoire of skills** that enable us to design the research project that will **get you the data that will prove successful for your goals and needs.**

Examples of Relevant Previous Projects

It's also important to note that we specifically have in-depth **experience in successful research of the type you desire.** A few examples are listed below. Upon request, we can provide you with more details about these and other similar projects.

Past YMCA Research

- ◆ We have conducted market and feasibility studies to determine locations, programs, and services for new or existing YMCA facilities. Surveys have been conducted by telephone with community residents and business leaders for both the YMCA of Greater St. Paul and the YMCA of Metropolitan Minneapolis. We have conducted market potential surveys for each of these areas.
 - Andover, MN
 - Brooklyn Park, MN
 - Elk River, MN
 - Hastings, MN
 - New Richmond, WI
 - Prior Lake, MN
 - Rogers/St. Michael/Albertville, MN
 - Minneapolis (Northeast), MN
 - Minneapolis (North), MN
 - Columbia Heights, MN

- ◆ We also conducted a feasibility study for the YMCA of Greater St. Paul regarding the Achievement+ program. Community residents were surveyed by telephone to assess the feasibility, need, programs, and location for a YMCA facility that would be managed in collaboration with a school in the East Side of St. Paul.

- ◆ In an effort to discern members' perceptions of the YMCA's current pricing structure and the overall value of their membership, we conducted a telephone survey of YMCA of Greater St. Paul members. In addition, we generated Price Sensitivity Curves showing members' perceptions of a fair, expensive, too expensive, and cheap price for a monthly YMCA membership fee.

- ◆ We conducted a market and feasibility study to determine location, programs, and services for a new community center/YMCA facility in Northfield, MN. We surveyed community residents by telephone.
- ◆ A comprehensive study was conducted for the YMCA of Greater St. Paul to assist in the design of programs and facilities for a new downtown YMCA. These studies involved surveying members, potential members, downtown workers, and key informants.
- ◆ For the YMCA of Greater St. Paul, we conducted focus groups with current and potential YMCA donors and campers to determine the market potential for a new family camp as well as the most effective ways of increasing donations for the camp. The results were used in developing the direction of the camp and a marketing plan.
- ◆ For the YMCA of Greater Saint Paul, we conducted annual telephone surveys of member households to measure customer satisfaction with the eight St. Paul branches of the YMCA. This project has been implemented in four consecutive years.
- ◆ We have also completed two additional years of YMCA member satisfaction research in which we surveyed both members of the St. Paul and the Minneapolis branches for a joint project with the YMCA of Greater St. Paul and the YMCA of Metropolitan Minneapolis to have comparable data between the two local associations.
- ◆ For YMCA of Greater Des Moines, we conducted telephone interviews with non-YMCA members from two local areas in order to determine community members' awareness and perceptions of the YMCA in general, the two local branches, and their likelihood to join these branches with expanded parking, swimming pool, facilities, and programming.
- ◆ In order to determine YMCA members' opinions regarding the potential use of a current youth camp as a family camp for the YMCA of Metropolitan Minneapolis, we surveyed members of the Minneapolis YMCA by telephone.

Other Relevant Research

- ◆ Research was conducted for the Girl Scout Council of St. Croix Valley to assist in developing programs with maximum appeal to new markets. In addition, the research addressed ways to increase the involvement of minority groups such as Asian, Hispanics, African Americans, and American Indians.

- ◆ A community survey was conducted for the United Way of the St. Cloud area concerning needs for human services.
- ◆ We conducted surveys with current donors and non-donors of the Greater Twin Cities United Way to obtain their perceptions about United Way. We also conducted a survey of former donors to obtain information about why they no longer donated to United Way.
- ◆ On behalf of the Iowa Association of Independent Colleges & Universities, we conducted telephone surveys with four populations: Iowa college-bound students in the eleventh grade, their parents, Iowa corporate leaders, and Iowa policy makers. The research sought to measure the awareness and perceptions of the independent colleges and universities and to assist in the development of a strategic communications campaign.
- ◆ For the American Cancer Society, we conducted a large-scale nationwide health behavior study of cancer survivors regarding quality of life at various time frames after diagnosis. Surveys were conducted using a mail and telephone methodology. We also conducted telephone follow-up and telephone interviews for a longitudinal behavioral health study with cancer survivors of various time frames. Both studies were conducted in English and in Spanish.
- ◆ We surveyed primary voters of Mamaroneck Village in New York by telephone in an effort evaluate the needs of library users and of the Village regarding the Mamaronec Library. The information gained was used to assist the library in determining what messages will work best for them.
- ◆ Two studies were conducted for the Minnesota Private College Council in which we surveyed potential students and their parents, corporate leaders, and legislators to measure attitudes and beliefs about private college education, to give direction and priorities in developing a marketing strategy to increase awareness and improve the image of private colleges, and to test belief statements.

Each of these successful projects – as well as hundreds of others – has affirmed for both us and our clients that we consistently achieve our **overarching goal – which is to design and conduct high-quality research that effectively meets each client’s specific, unique needs.**

References

If you wish to talk with some of our past clients about their appraisal of our work, such as the research instruments, analysis, or recommendations, you may contact:

- ◆ Bette Fenton, Vice President of Marketing, YMCA of Greater Saint Paul/YMCA of Metropolitan Minneapolis (jointly), Minneapolis, MN (612) 465-0461
- ◆ Christopher Sorenson, Board Member, Northfield Area Family YMCA, Northfield, MN (507) 645-0088 or (507) 663-0503
- ◆ Harold Mezile, Jr., President/CEO, YMCA of Metropolitan Minneapolis, Minneapolis, MN (612) 371-8713

How Our Quality Ensures Your Success

Quality control at Anderson-Niebuhr directly supports your project's success. We meticulously incorporate procedures that **ensure high-quality research methods** and strategies, and **secure, accurate data**.

Quality Control Procedures

Quality-control procedures we use to ensure the accuracy of the data collected and optimization of response rates include:

- ▶ **Close communication with our clients** throughout the project to ensure the completed **project reflects your precise data needs**.
- ▶ Required staff usage of **detailed procedure manuals** during each phase of the research.
- ▶ **Unique identification numbers** assigned to each person in the sample to protect confidentiality and facilitate tracking – for example, we can monitor response rates on demand (at least daily).
- ▶ Procedures to ensure **reliability and validity of the questionnaire** items.
- ▶ **Pretests of survey instruments** with individuals from the desired populations whenever possible.
- ▶ Start of **data collection only after client approval** of the final questionnaires.
- ▶ Methods to **obtain high response rates**, thus eliminating nonresponse bias as a factor in our surveys.
- ▶ **Safe, established procedures** for collecting, reviewing, coding, and verifying data.

- ▶ Use of **professional SPSS for Windows software to clean data files** and check any inconsistencies against the original survey.

Telephone Interviewing Quality Control Procedures

Our staff of professional, experienced interviewers work in our **centralized CATI (computer-assisted telephone interviewing) facilities in Arden Hills, MN**. All telephone interviews and telephone follow-up of mail studies strictly adhere to quality-assurance procedures, including:

- ▶ **Our Director of Field Services, who is experienced with overseeing CATI-equipped telephone centers**, coordinates the hiring of all interviewers and ensures quality management of all interviewing projects.
- ▶ **All telephone interviewers receive 16 hours of paid training** in interviewing methods and CATI procedures — in addition to the detailed project briefing and role-play training prior to individual research projects.
- ▶ Our interviewers are **paid by the hour, not per completion**, and receive frequent evaluations and performance-based pay.
- ▶ Given the widespread use of answering machines and caller ID services, we **train our interviewers to leave appropriate messages** and how to respond to caller ID questions.
- ▶ Supervisors use **electronic monitoring equipment to monitor interviews**. At least 10 percent of interviews are contemporaneously monitored visually or aurally. Supervisors also complete monitoring forms that measure quality performance.
- ▶ **Supervisors examine each completed interview** for completeness.
- ▶ **Clients may also listen to recorded interviews remotely**.

Confidentiality and Data Security

All of your project data will be stored in the highly secure computer system. Among the **security measures we take** are the following:

- ▶ **Assign unique identification number** to each person in the sample to help protect respondent confidentiality. Survey responses are stored separately from sample information.
- ▶ Allow interviewer access only to necessary information related to **the individual records on which they are currently working in the CATI system**.
- ▶ Store all project information and electronic samples in a unique project folder on Anderson-Niebuhr's LAN (local area network). Each employee is given a **unique password** that must be used to access the LAN.

- ▶ **Adhere to strict practices regarding confidentiality** to preserve the interests of our clients and respondents. All electronic linking information and electronic sample lists are deleted 30 days after project completion. Paper copies of sample lists, linking information, and completed questionnaires are shredded 30 days after project completion.
- ▶ **Maintain hardware and software security** to prevent unauthorized access to data on servers or via printers.
- ▶ **Prevent remote accessing of our LAN by using firewalls and password protecting our file server.** All project-related documents are located in our main file server.
- ▶ Enact multiple, redundant **backups at all stages** – from individual workstations to all network servers. The LAN file server has a RAID hard drive system which utilizes a **mirrored hard drive to act as a back-up** in case the main hard drives fail, and all data on the file server are **backed up to tape nightly**.
- ▶ Store all survey data obtained from respondents on magnetic media for future data retrieval unless otherwise directed by the client. All other project documentation is **retained in locked archives or on the password-protected file server** after project completion. Unless otherwise directed by our clients, at the end of the designated storage period, paper documents are shredded and electronic documents are deleted.

SCHEDULE & COST

Proposed Schedule

Anderson-Niebuhr is committed to completing this project for the Northeast Community Partners in a timely manner, and we will work closely with you to ensure that outcome. We understand you wish to start the project in April, with results due by the end of July; we can meet this timeline. A preliminary timeline is outlined below:

Tasks	Responsible Party	Duration
Study Design, Sampling Design	ANA in consultation with NE Community Partners	Weeks 1-2
Questionnaire Design	ANA in consultation with NE Community Partners	Weeks 2-4
Pretest	ANA	Week 5
Data Collection	ANA	Weeks 6-10
Data Analysis and Report Preparation	ANA	Weeks 10-13
Delivery of Report	ANA	Week 14

Costs

The costs to conduct the research are outlined below.

Study Component	Cost*
Survey of 350 NE community residents	\$25,000
Survey of 100 Current Northeast Family YMCA Members	\$6,000

*These costs assume all components are conducted at the same time.

The above costs include all labor and materials to complete the study as described in this proposal.

NOTE: If the scope of work outlined in this proposal and associated costs are beyond the resources available to conduct this project, alternative methods can be discussed.

WHAT'S NEXT

We very much appreciate the opportunity to submit this proposal, and thank you for considering us. We would be honored to work with you to complete this survey project.

Based on what we've seen and heard about your survey goals and needs, we believe Anderson, Niebuhr & Associates, Inc. can provide you with the best, most cost-effective services available.

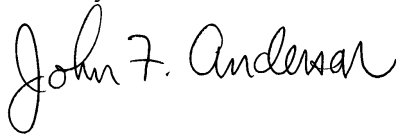
If you have any questions, need any additional information or clarification, or would like to change the study parameters, please contact us at:

Phone: 651-486-8712 or 1-800-678-5577

Email: jack@ana-inc.com or marsha@ana-inc.com

We look forward to hearing from you and working with you and your team on this project!

Sincerely,



John F. Anderson, Ph.D.
President



Marsha A. Niebuhr
Vice President

Mahtomedi Public School District #832

Long-Range Facility Planning Process

- Timeline -

Task #	Task	Participants
1	Ed. Adequacy Kickoff Meeting 1:00 p.m. Tuesday, March 11th	<input type="checkbox"/> Administration, JCI, Cuningham
2	Curriculum Discussion 9:00 a.m. Thursday, March 13th	<input type="checkbox"/> Mark, Sue Ann, JCI, Cuningham
3	Ed. Adequacy Audit of OH Anderson 10:30 a.m. Thursday, March 12th	<input type="checkbox"/> Cuningham, Phil
4	Ed. Adequacy Audit of Wildwood 9:30 a.m. Friday, March 14th	<input type="checkbox"/> Mark Hamre, Cuningham, Phil
5	Ed. Adequacy Audit of District Office 1:00 p.m. Friday, March 14th	<input type="checkbox"/> Nancy Melquist, Mary George, Lynne Viker, Patty Pratt, Phil, Cuningham
6	Ed. Adequacy Audit of MS 9:00 a.m. Tuesday, March 25	<input type="checkbox"/> Sharon Zweber, Molly Hollihan, Cuningham, Phil
7	Ed. Adequacy Audit of HS 9:00 a.m. Thursday, March 27th	<input type="checkbox"/> John Deir, Chris Moore, Kathe Nickleby, Jeff Whisler, Cuningham, Phil
8	Demographic Analysis Completed Wednesday, March 26th	<input type="checkbox"/> Hazel Reinhardt, JCI
9	1st Educational Planning Meeting for HS 3:00 p.m. Monday, March 31st	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> John Deir, Chris Moore, Kathe Nickleby, Jeff Whisler <input type="checkbox"/> Facility Counsel
10	Ideation Results Ready for Public Viewing Week of April 1st	<input type="checkbox"/> JCI, Carrie Ardito
11	1st Educational Planning Meeting for MS 3:00 p.m. Tuesday, April 1st	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> Sharon Zweber, Molly Hollihan <input type="checkbox"/> (2) Teacher Representatives from each grade <input type="checkbox"/> Specialist Representatives
12	Share Demographic Analysis 3:00 p.m. Wednesday, April 2nd	<input type="checkbox"/> Hazel Reinhardt, JCI <input type="checkbox"/> Administration, CESO
13	1st Educational Planning Meeting for OH 4:00 p.m. Wednesday, April 2nd	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> Denise Waalen <input type="checkbox"/> (2) Teacher Representatives from each grade <input type="checkbox"/> Specialist Representatives

Mahtomedi Public School District #832

Long-Range Facility Planning Process

- Timeline -

Task #	Task	Participants
14	Educational Planning Meeting w/HS Students 1:00 p.m. Friday, April 4th	<input type="checkbox"/> Cuningham, CESO <input type="checkbox"/> Student Representatives
15	1st Educational Planning Meeting for DO 2:00 p.m. Monday, April 7th	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> Nancy Melquist, Mary George, Lynne Viker, Patty Pratt
16	1st Educational Planning Meeting for Wildwood 4:00 p.m. Monday, April 7th	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> Mark Hamre <input type="checkbox"/> (2) Teacher Representatives from each grade <input type="checkbox"/> Specialist Representatives
17	2nd Educational Planning Meeting for OH 4:00 p.m. Tuesday, April 8th	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> Denise Waalen <input type="checkbox"/> (2) Teacher Representatives from each grade <input type="checkbox"/> Specialist Representatives
18	2nd Educational Planning Meeting for DO 2:00 p.m. Thursday, April 10th	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> Nancy Melquist, Mary George, Lynne Viker, Patty Pratt
19	2nd Educational Planning Meeting for Wildwood 4:00 p.m. Thursday, April 10th	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> Mark Hamre <input type="checkbox"/> (2) Teacher Representatives from each grade <input type="checkbox"/> Specialist Representatives
20	Share Demographic Analysis Board Meeting, Thursday, April 10th	<input type="checkbox"/> School Board <input type="checkbox"/> Hazel Reinhardt, JCI <input type="checkbox"/> Administration, CESO
21	Facilities Assessment Completed Friday, April 11th	<input type="checkbox"/> JCI
22	2nd Educational Planning Meeting for HS 3:00 p.m. Tuesday, April 15th	<input type="checkbox"/> Administration, JCI, Cuningham, CESO <input type="checkbox"/> John Deir, Chris Moore, Kathe Nickleby <input type="checkbox"/> Facility Counsel
23	Collaboration Meeting Week of April 21st	<input type="checkbox"/> Various Athletic Associations <input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI
24	90-Day Look-Ahead Meeting - Share Demographics - Shared Detailed Timeline - Communications Planning 6:00 p.m. Tuesday, April 22nd	<input type="checkbox"/> Citizens Group <input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI
25	Educational Adequacy Assessment Completed Wednesday, April 30th	<input type="checkbox"/> JCI, Cuningham

Mahtomedi Public School District #832

Long-Range Facility Planning Process

- Timeline -

Task #	Task	Participants
26	Presentation of Assessment Results - Facilities Condition - Educational Adequacy Tuesday, May 6th	<input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI <input type="checkbox"/> Cuningham
27	Presentation of Assessment Results - Facilities Condition - Educational Adequacy Board Meeting, Thursday, May 8th	<input type="checkbox"/> School Board <input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI <input type="checkbox"/> Cuningham
28	Presentation of Assessment Results - Demographics - Facilities Condition - Educational Adequacy 6:00 p.m. Tuesday, May 13th	<input type="checkbox"/> Citizens Group <input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI <input type="checkbox"/> Cuningham
29	Collaboration Meeting Week of May 19th	<input type="checkbox"/> Various Athletic Associations <input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI
30	Share Solution Options - Scope - Financials Mid-June	<input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI
31	Share Solution Options - Scope - Financials Board Work Session June 26th	<input type="checkbox"/> School Board <input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI
32	Share Solution Options - Scope - Financials 6:00 p.m. Tuesday, July 8th	<input type="checkbox"/> Citizens Group <input type="checkbox"/> Administration, CESO <input type="checkbox"/> JCI
33	Public Communication of Solutions Options July – September	<input type="checkbox"/> Mark & Sue Ann <input type="checkbox"/> JCI <input type="checkbox"/> Citizens Group <input type="checkbox"/> Various Civic & Social Groups <input type="checkbox"/> Community Open House Meetings
34	Present Refined Solutions October	<input type="checkbox"/> Citizens Group <input type="checkbox"/> Administration <input type="checkbox"/> JCI
35	Recommendation to Board & Discussion November	<input type="checkbox"/> Citizens Group <input type="checkbox"/> School Board <input type="checkbox"/> Administration <input type="checkbox"/> JCI