

CHESHIRE SCHOOL MODERNIZATION COMMUNITY SURVEY PROPOSAL



The Center for Research & Public Policy (CRPP) is a national research and public policy think tank working within six distinct disciplines: Market, Social, and Public Policy Research as well as Public Opinion, Political and Direct Democracy Research.

DECEMBER 2020

Prepared for:
Town of Cheshire School Modernization Committee

Prepared by:
The Center for Research & Public Policy, Inc.



1 INTRODUCTION

The Center for Research & Public Policy (CRPP) appreciates the opportunity and is pleased to submit this proposal to conduct Public Opinion Polling Research on behalf of the Town of Cheshire and its School Modernization Committee (SMC). CRPP, as a national public policy and social research, is uniquely qualified and eager to support the Town's research efforts. The firm is incorporated in Connecticut with additional offices in Vermont and New Hampshire.

CRPP is a national research and public policy think tank working within six distinct disciplines: Market, Social, and Public Policy Research as well as Public Opinion, Political and Direct Democracy Research. Striving to provide the highest quality of service within our industry, we offer a wide range of methodologies including telephone interviews, in-person interviews, mail and web-based surveys and focus group facilitation. The experienced public policy research firm was established in 1979 -- working in all 50 states, Europe, Mexico, Canada, South America, Puerto Rico and Africa.

The Center for Research & Public Policy **is uniquely qualified** to support the Cheshire SMC. CRPP has extensive experience in several areas critical to the success of the Public Opinion Polling including:

- **Experience working with 50 Connecticut municipalities including Farmington, Southbury, Stamford, Norwalk, Danbury, Weston, Westport and Fairfield, Bridgeport, Hartford, New Haven, Monroe, Cheshire, Rocky Hill, East Lyme, Groton, Guilford, New Milford;**
- **CRPP manages the Polling Institutes for major colleges and universities nationwide – utilizing varied methodology for survey research/polling;**
- **Experience working on very similar efforts such as in Farmington, CT (please see case history on page 4) – surveying residents in 2018 and will again, in 2021;**
- **Experience helping counties and municipalities determine quality of life, awareness and satisfaction of community services, residential needs and public support for enhanced revenue/taxes in support of initiatives/efforts/programs/amenities since 1979;**
- Over forty years of experience working on behalf of municipalities, state agencies, agencies, hospitals, health care networks, insurers, and municipal parks & recreation departments;
- Experience working in all 50 states with assignments on behalf of over 250 municipalities;
- Conducting hundreds of community satisfaction assessments for United Ways, municipalities, hospitals and state agencies nationwide;
- Extensive experience integrating multiple levels of data (primary and secondary) into comprehensive and cohesive reporting with recommendations;
- CRPP is experienced with and keenly aware that there needs to be a balance between meeting ALL needs and community desires with available funds/funding/facilities;
- The respected firm has built a solid reputation for objectivity, accuracy, and responsiveness over more than forty years of success.

“Thank you for what you have done for us. It is incredible the influence reliable data can have on a policy movement. I hope I am not being too optimistic, but I am sensing some energy, finally, to get something done to fix our schools.”

Frank Perotti
Superintendent of Schools
Rutland Windsor Supervisory Union

CRPP's Project Understanding and Proposal Overview

CRPP has over 40 years of experience in conducting plebiscite or referendums polling in hundreds of communities nationwide. CRPP understands the Town of Cheshire's SMC is interested in a statistically sound sample poll of registered voters to measure community support/opposition to various visions for school system modernization. The polling would test support/opposition for new/remodeling efforts at various price points. The impacted schools may be elementary, middle and high school.

The results will guide decision-making on the various plans/visions, price points and communication and messaging to the public. Results are desired near the end of January 2021. A referendum may be held on the modernization effort in November 2021.

CRPP provides the SMC with a 'running start'. Herein, CRPP proposes a **400 mixed access (cell and landline) sample phone survey** of registered Cheshire adult residents approximately proportional to known U.S. Census demographic and geographic data.

In addition to a proposed statistically sound phone survey, CRPP is proposing an optional unique model – a fully inclusive research model – allowing an opportunity for all town residents to participate in a “sister” online survey with accommodations such as paper versions for those (estimated at <5%) without internet access.

We appreciate the opportunity to submit our ideas herein and would look forward to working with the Town of Cheshire. We are ready to proceed immediately.



On CRPP's Accuracy:

As I watched the national results come in and compared these election results to our results and those of other polls in the field, we did better than any other operation. Great work!

Frank Orlando, Ph.D., Executive Director
Saint Leo University Polling Institute
Saint Leo, Florida

“The referendum passed. It’s always nice to hear good news. It took a while, but we got there with a successful referendum. We are all amazed at how well the actual results correlated with the poll CRPP completed for us. The referendum results were within 1.0% of the polling data you collected over the summer. When CRPP polled, you showed support at 51.8% for the plan. We received 52.57% of the vote. A testament to sound polling.”

Craig Koehler, Chairman
Town of Groton School Planning Committee
Groton, Connecticut

2 RELEVANT EXPERIENCE

Sample Municipal / County Public Opinion Case Histories – Nationally and within Connecticut

City of Coral Springs, FL

CRPP was selected for a multi-year contract to conduct the city's annual Resident and Business Satisfaction Surveys. The study included constituent satisfaction, reasons for selecting Coral Springs, issues of concern, degree expectations are met, measurement of quality of life, standard of living, satisfaction/loyalty/ advocacy, service use and ratings and met/unmet under met needs. **The survey results contributed to the city's Baldrige Award for Excellence.**



The Business Satisfaction Survey was conducted in order to gain insight on Coral Springs services, relationships with the City, views on local issues impacting business, meeting expectations, City codes, communications, business needs, taxes and other important issues.

The Residential Satisfaction Survey, on the other hand, was designed to provide resident input on customer service satisfaction, awareness and use of City services, views on public safety, taxes, communication and education.

Farmington, Connecticut

In 2018, CRPP was commissioned by the Farmington High School (FHS) Ad Hoc Committee to conduct a town-wide phone survey of Farmington residents focused on the FHS facility. The purpose of the survey was to obtain information regarding citizen attitudes and **willingness to finance a major high school renovation project.** In 2017, a proposal to build a new high school failed at a town-wide referendum. The Farmington Town Council and Farmington Board of Education continues to review the FHS Statement of Needs and wished to learn more about the willingness of the community to support an infrastructure project. CRPP worked with the FHS Ad Hoc Committee to design a survey to include the following areas for investigation to learn more about the failed referendum, as well as looking into the needs of the community:

- Quality of life living in Farmington;
- Current standard of living;
- Rating Farmington town services;
- Rating Farmington public schools;
- Interest in and perceived importance of Farmington High School upgrades/updates;
- Awareness levels for Statement of Need required high school repairs;
- Overall support or opposition to modifying Farmington High School;
- Support and opposition to new construction / renovation at varied cost levels / tax impact levels;
- Sources for information about the Farmington school system and town;
- Views on the 2017 high school referendum – support or opposition;
- Reasons for 2017 support or opposition in the referendum;
- Understanding of the 2017 associated high school new construction / renovation costs;
- Demographics.

****CRPP has been commissioned by the Ad Hoc Committee for a 2020 Public Opinion Survey after revising proposals to measure new support or opposition to the plans.**

Farmington, Connecticut Community Survey:

Community Mixed Access Phone Survey, 2018 (2020 Survey not released yet)**

Report/Results, Survey instrument, Findings & recommendations:

<https://www.farmington-ct.org/government/fhs-community-survey-ad-hoc-committee/survey-results>

City of Boulder & Boulder Public Library Funding Survey

The Center for Research & Public Policy was commissioned by the City of Boulder's Boulder Public Library in 2019 to conduct surveys among the residents of Boulder and adjacent mountain communities. The surveys were designed to collect input about perceptions of the library, views on meeting future demand for services, **support for a tax increase to support the library**, and support for a regional Dedicated Library District. CRPP utilized a comprehensive telephone survey as well as an online survey to collect residential input.

The research study included 500 completed phone surveys among residents of the City of Boulder as well as surrounding areas. A **second, identical, survey was completed by 1031 respondents online** – also among residents of the City of Boulder and surrounding areas.

Surveys included the following areas of investigation:

- History: Use and Relationship with the Library;
- Meeting Expectations;
- Library Perception Statements;
- Interest in the Boulder Funding Process;
- Importance of Funding: Dedicated and Sustainable;
- Tax Implications;
- Approaches to Funding; and,
- Demographics

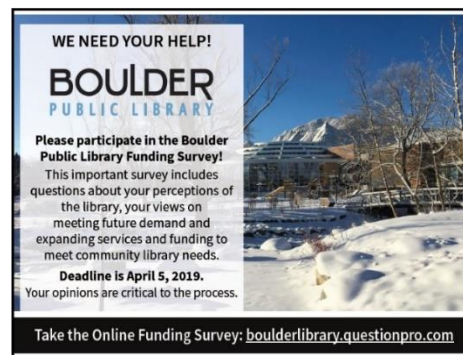
Jennifer Phares, Administration Office
Boulder Public Library
1001 Arapahoe Ave. | Boulder, CO 8030
[2https://boulderlibrary.org/](https://boulderlibrary.org/)
Office: 303-441-4394
pharesj2@boulderlibrary.org

City of Boulder & Boulder Public Library, Colorado: Community Telephone and Online Survey, 2019 (Using proposed Newport News methodology)

Website: <https://boulderlibrary.org/funding/>

Report/Results: <https://boulderlibrary.org/wp-content/uploads/2019/04/2019-Boulder-Public-Library-Funding-Community-Poll-and-Survey-Report.pdf>

In the news: <https://boulderbeat.news/2019/05/04/poll-shows-tepid-support-for-library-tax-but-consultants-insist-victory-at-the-ballot-is-possible/>



Larimer County, Colorado

CRPP was commissioned by the Larimer County Government to conduct a county-wide survey of residents to collect input on satisfaction and views and needs across several aspects of the community. The comprehensive online research study included responses **from 3,682 respondents** utilizing the CRPP model to encourage participation. **A Spanish version of the survey was also available.** The survey instrument employed in the county-wide survey included the following areas for investigation:

- Views on quality of life in Larimer County;
- Familiarity with Larimer County Government;
- Satisfaction with 30 services/programs offered by the county;
- Perceptions of various aspects of Larimer County government and living;
- Willingness to pay more in taxes for several initiatives;
- Prioritizing county needs and objectives;
- Views on meeting established Larimer County Guided Principles;
- Sources for information; and
- Experience and satisfaction with Larimer County employees.

Michelle A. Bird, Public Affairs Manager
Commissioners' Office
200 W Oak St, Fort Collins, 80521 | 2nd Floor
W: (970) 498-7015



“Thank you so much. The presentation went over very well. Excellent work! Commissioner Johnson does not distribute praise freely, so you can be proud of that. I really do appreciate your patience and your excellent work on this project!”

Michelle A. Bird

Community and Economic Development Office, Burlington, Vermont

CRPP was commissioned by the Community and Economic Development Office of Burlington, VT by the direction of the Mayor to conduct an online community survey to collect input from residents and businesses owners regarding the use of Memorial Auditorium, a historic, multi-use public building that was closed down in 2016 due to safety reasons. The Mayor desired to gather information on: various suggestions for future uses and programming, and outline what particular needs each use might include (such as space needs, specific safety or code updates, etc.), options for how the building could be operated and managed moving forward, and the cost and benefit for each option for the community to consider. CRPP **collected 2,583 completed survey responses** from residents and regional residents that work in Burlington. The survey included the following areas for investigation:

- Quality of life in Burlington, VT;
- Awareness of Memorial Auditorium;
- Knowledge of historical uses for Memorial Auditorium;
- Interest & importance of the planning process for Memorial Auditorium;
- Potential uses and programming for Memorial Auditorium;
- Level of support for potential renovation of Memorial Auditorium;
- Level of support for potential tax implications; and,
- Demographics.



Town of Southbury, Connecticut

The [Town of Southbury Strategic Planning Task Force](#) commissioned CRPP to conduct an online Community Assessment Survey among town residents and business owners. The Southbury Strategic Planning process is required by the Town Charter and utilizes workshops, summits and the survey assuring input from all residents and businesses who wish to participate. The results of the Community Assessment Survey will serve as a tool to provide realistic guidance on future development and conservation. The survey included the following areas for investigation:

- Reasons for moving to or continuing to live in Southbury;
- Quality of life in Southbury; Rating of services offered by the town;
- Opinions on the sufficiency of town resources and services available;
- Views on current issues in town;
- Willingness to pay more in taxes for several initiatives;
- Interest in concepts/ ideas / programs/ volunteer opportunities in town; and,
- Thoughts on issues Southbury will face going forward.

WE NEED YOUR HELP!
Complete the Strategic Planning Community Assessment.
Tell us your vision for our town's future.

Southbury by Choice, Not Chance

Three ways to complete the survey:

ONLINE	PAPER VERSION	VOICE
Visit our website at www.southbury-ct.org and click the survey link.	Call 802-882-8173 to receive your copy by mail.	Call 802-882-8173 to complete the survey by phone.

Complete the survey by **APRIL 20, 2018** for your opinions to count!

In the end, the CRPP Team was pleased with the tremendous amount of participation and engagement in the survey process from both the Task Force Committee and community as a whole. **Using a quantitative research design, CRPP received 1,177 completed online and paper surveys from Southbury residents and/ or business owners and managers in the Town of Southbury. Statistically, a sample of 1,177 completed surveys has an associated margin for error of +/- 2.7% at a 95% confidence level.**

John A. Monteleone, Chair - Strategic Planning Task Force
Town of Southbury, CT
<http://www.southbury-ct.org/SPTF>
monteassoc@gmail.com
Direct: (203) 565-6100

“The Town of Southbury put out an RFP for a Community Assessment Survey to serve as the basis for the town’s first strategic plan. We received several responses and after conducting our research, we selected CRPP as the most qualified. Responders comprised of local, state agencies, and organizations as far away as California and Canada. CRPP understood our requirements and were instrumental in educating us in order to assure the desired results. They did not miss anything. The survey was managed effectively. We received 1177 responses by mail, phone and online. CRPP responded to all our questions immediately. Engage CRPP – you will be very satisfied with the results.”

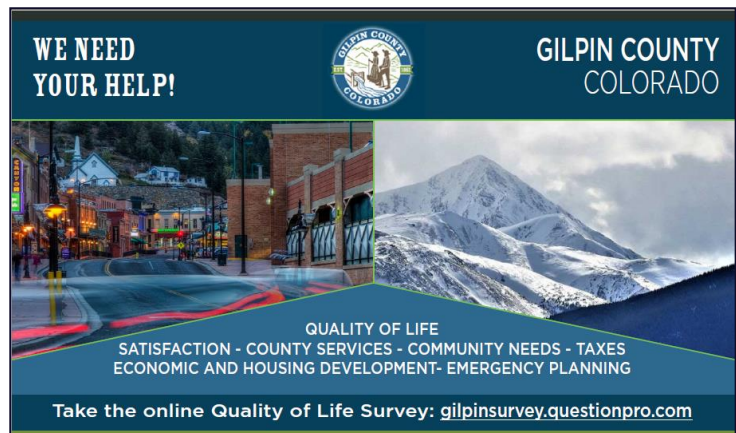
John A. Monteleone, Chairman
Strategic Planning Task Force
Town of Southbury, CT

Gilpin County, Colorado

CRPP was commissioned by Gilpin County Colorado in 2019 to conduct a county-wide Quality of Life Survey among residents and “absent property owners”. Gilpin County is a rural community in Colorado's high country, neighboring the Continental Divide, yet less than an hour west of downtown Denver. Residents enjoy a quality of life enhanced by the vast recreational opportunities offered by Golden Gate State Canyon Park, the Arapaho and Roosevelt National Forests, the limited-stakes gaming in Black Hawk and Central City, a state-of-the-art recreation center and fairgrounds, low taxes and financially secure local government.

Gilpin Colorado’s estimated population as of 2017 was 6,013. With the use of Every Door Direct Mailers, CPPP, with the help of Gilpin’s project team, **was able to secure 509 completed surveys**. Statistically, a sample of 509 completed surveys has an associated margin for error of +/- 4.15% at a 95% confidence level. Surveys included the following areas of investigation:

- Quality of life,
- Standard of living,
- Awareness of County services,
- Value for taxes paid;
- Issues of concern,
- County service satisfaction,
- Community needs,
- Economic and housing development,
- Taxes and taxation
- Emergency planning
- Communication, and,
- Demographics.



Portsmouth Parks and Recreation Department, Portsmouth, Rhode Island

CRPP, along with the Town of Portsmouth, Rhode Island launched a town-wide residential and business community recreation needs assessment. The postcard invitation to complete the online survey reached 8445 doors or post office boxes in October 2019 – residential and business. One week before the close, **over 1000 surveys have been completed**. The survey includes questions regarding quality of life, awareness of recreational services and facilities, uses of the facilities and programs, interest in a conceptual consolidation of facilities/programs into a new Community Center, support or opposition to such a new Community Center, support at three tax implication levels and views on conceptual programming for a new Center.

Richard A. Rainer, Town Administrator
The Town of Portsmouth, Rhode Island
<https://www.portsmouthri.com/>
Phone: 401-683-3255
rrainer@portsmouthri.com



Alexandria, Virginia

CRPP conducted a survey of 1,000 Alexandria residents among its population of 135,000. The opinion/satisfaction survey included the following areas for investigation...

- Views on quality of life in Alexandria;
- Reasons for living in Alexandria;
- Views on issues affecting Alexandria residents;
- Satisfaction with services provided by the City of Alexandria;
- Measuring the degree expectations are met;
- Awareness, use, and rating of services, programs, and facilities by Alexandria residents;
- Sources of information used to get information about City services, events and activities;
- Opinions on specific communication channels, such as the City's website and the newsletter "FYI Alexandria";
- Community involvement in City boards, commissions and council meetings;
- Current emergency preparedness practices;
- Perception of any unmet or under-met needs in the City of Alexandria; and
- Demographics.

Connecticut Conference of Municipalities

CRPP has provided the Connecticut Conference of Municipalities (CCM) five research studies to support their legislative efforts. CRPP conducted Statewide Issue Studies for CCM. The Study provided guidance to CCM regarding the impact of various taxes paid by Connecticut residents on their respective standards of living and the Connecticut economy overall. CRPP conducted telephone interviews with 400 residents statewide proportional to population contribution.

CRPP was selected by CCM to conduct a comprehensive Study among members of the Connecticut Assembly. The Study combined two methodologies: 1. Twelve in-depth interviews with select Members of the Assembly which provide valuable qualitative information 2. A comprehensive telephone survey among all Legislators. The results included questions pertaining to, but not limited to, primary strengths and weaknesses of CCM, effectiveness of lobbying efforts, top issues facing Connecticut and demographics. The results of this research project will be used to drive communication efforts geared at educating the diverse constituencies of CCM, as well as a measurement of legislator satisfaction with CCM's lobbying initiatives and organization.

Foster, Rhode Island

CRPP was commissioned by the Town of Foster to conduct a residential survey for the Foster Citizen Action Committee as the community worked together to update their Comprehensive Plan. The study was designed to provide resident input in the municipal planning effort. Surveys were distributed to 1,400 households, a total of nearly 500 were returned. The survey collected resident views on – reasons for selecting Foster as a home; perceptions of town services; views on town growth and development; opinions on maintaining rural character such as paving roads; need for additional recreational opportunities, and input on a number of environmental and other issues. Results were presented both on a composite basis and by regions with Foster.

Tioga County, New York

The Tioga County Department of Economic Development and Planning commissioned CRPP, to evaluate resident input on different housing issues affecting the region. CRPP, designed a Survey Instrument to be distributed by mail to 4,000 Tioga residents. A total of 830 surveys were returned. The Housing Survey included the following areas for investigation: Quality of life; factors considered when selecting a home; views on current and future current housing needs; and, views on facility recreations needs.

Town of Southbury, Connecticut

The Town of Southbury, Connecticut hired CRPP to conduct a *Shopper Survey*. CRPP utilized a “super random digit” sampling procedure, which derives a working telephone sample of both listed and unlisted telephone numbers. This method of sample selection eliminates any bias toward only listed telephone numbers. Additionally, this process allows randomization of numbers, which equalizes the probability of qualified respondents being included in the sampling frame. The survey was designed to provide resident input on quality of life, availability of goods and services locally, and unmet community shopping needs. A total of 401 surveys were completed in order to investigate the following areas:

- Views on quality of life
- Reasons for living in Southbury
- Views on shopping in Southbury
- Views on the Town’s business needs
- Spending percentages at Southbury businesses;
- Views on meeting other community needs
- Identifying market for businesses
- Demographics

On a more recent project, The Town of Southbury Strategic Planning Task Force commissioned CRPP to conduct an online Community Assessment Survey among town residents and business owners. The Southbury Strategic Planning process is required by the Town Charter and utilizes workshops, summits and the survey assuring input from all residents and businesses who wish to participate. The results of the 2018 Community Assessment Survey will serve as a tool to provide realistic guidance on future development and conservation. The survey included the following areas for investigation:

- Reasons for moving to or continuing to live in Southbury;
- Quality of life in Southbury; Rating of services offered by the town;
- Opinions on the sufficiency of town resources and services available;
- Views on current issues in town;
- Willingness to pay more in taxes for several initiatives;
- Interest in concepts/ ideas / programs/ volunteer opportunities in town; and,
- Thoughts on issues Southbury will face going forward.

In the end, the CRPP Team was pleased with the tremendous amount of participation and engagement in the survey process from both the Task Force Committee and community as a whole. An impressive total of 1,148 surveys were completed.

City of Houston, Texas

The Center for Research & Public Policy was commissioned by the Houston Independent School District to determine reasons for increased school drop-out rates and to study ways to improve student retention. CRPP prepared a comprehensive study, using both qualitative and quantitative methodologies. Researchers interviewed parents, teachers, students and employers throughout the school system. The findings helped school district officials understand and begin to eliminate the barriers to retention of students. CRPP’s report included a prioritized list of recommendations for a retention program that was universally adopted as policy within the school system.

Town of Marlborough, Connecticut

CRPP was commissioned by the Town of Marlborough, Connecticut to conduct a comprehensive mail survey to provide resident input on quality of life, local issues, town services, satisfaction with community services, views on economic development, town facilities and taxes. *Community Surveys* were mailed by City personnel to 2745 households within Marlborough. CRPP, working together with Town of Marlborough officials, designed the survey instrument to be used and successfully gathered feedback in the following areas:

- Views on quality of life in Marlborough
- Reasons for living in Marlborough
- Views on issues affecting Marlborough residents
- Satisfaction with services provided by the Town of Marlborough
- Views on service and facility expansion/renovation
- Importance of various conceptual Town initiatives
- Views on economic development and local taxes
- Opinions on specific community needs
- Willingness to pay more in taxes for specific enhanced services
- Current perceptions of local taxes
- Views on spending levels for various services
- Demographics

Town of Ellington

A Community Survey was conducted by CRPP on behalf on the Town of Ellington in order to provide resident input on quality of life, local natural resources and open space, farms and agriculture, community character and development. The research study included a comprehensive telephone survey with a completion of 400 interviews. CRPP, working together with both Town of Ellington and Planimetrics officials, designed the survey instrument to be used when calling Town of Ellington residents. The survey instrument employed in the Community Survey included the following areas for investigation:

- Reasons for living in Ellington
- Overall quality of life in Ellington
- Issues of concern
- Views on protecting natural resources
- Views on open space
- Perceptions of residential development
- Business need
- Support for development in Ellington
- Priorities for enhancing or establishing community facilities
- Views on the airport and streets
- Demographics

City of New Haven, Connecticut

Working with the New Haven Chamber of Commerce, CRPP designed and conducted a survey that explored the relationship between the City of New Haven and its surrounding suburbs. The city sought ways to reverse the current trends of businesses leaving the city's downtown area and of suburban residents choosing to shop and attend events in other places. The survey measured residents' perceptions about transportation, safety, social problems, ease of access, parking, and quality of roads and buildings in the downtown New Haven area.

Town of Westport

A Community Survey designed by CRPP, the Town of Westport and Planimetrics officials, was used to provide resident input on quality of life, local natural resources and open space, development, facilities, and area transportation. With a total of 400 telephone interviews being completed the Town of Westport was able to gather data on the following areas of interest.

- Reasons for living in Westport
- Overall quality of life in Westport
- Issues or problems of concern
- Views on protecting natural resources
- Views on open space
- Perceptions of residential development
- Business need
- Support for development in Westport
- Interest in new/enhanced community facilities
- Views on transportation/mobility issues
- Demographics

City of Meriden – Planning

The City of Meriden, located in Connecticut, hired CRPP to collect public views and opinions on current planning efforts. City officials and planners used provided input as an additional source of information to help guide decisions. CRPP conducted a Community Survey that was comprised of 400 telephone interviews utilized to investigate the following areas:

- Overall quality of life living in Meriden
- Reasons for selecting or remaining in Meriden
- Views on City safety
- Preferences for open space
- Satisfaction with availability of goods and services
- Goods and service needs
- The market for new restaurants
- Support for various types of new housing
- Rating education in Meriden

City of Hartford, Connecticut

The City of Hartford contracted CRPP to conduct an evaluation of a program conceived and run by the private South Arsenal Neighborhood Development Corporation (SAND). The program, which linked job training and placement opportunities with housing developments, was funded by the city. CRPP's evaluation focused on the program's allocation of funds and attainment of goals. CRPP recommended, and the city concurred, that the program be no longer funded by the City. In another study commissioned by the City of Hartford, CRPP conducted an evaluation of the Employment Resources Development Agency to evaluate the effectiveness of ERDA's training and employment programs. The study was in effect a market evaluation, determining what the needs of residents of the region serviced by ERDA were so that the agency could better meet them.

Town of Tolland, Connecticut

Recently, CRPP conducted a comprehensive Community Survey on behalf of the Town of Tolland. Study results will serve as a foundation for decisions made regarding future planning and development when combined with the work of Planning consultants. CRPP conducted a total of four hundred completed telephone interviews using a survey instrument designed with the active input of Tolland officials.

Town of New Milford, Connecticut

Recently, CRPP conduct a town-wide survey for the Town of New Milford Parks and Recreational regarding a proposed municipal pool project. CRPP research will used to assist the Town with its decision concerning the project's feasibility. CRPP provided research regarding: General awareness of pool project; Measure historical pool use (respondent & family); Measure general support and opposition to pool project; Record reasons for support and opposition; Preferences for funding a new pool (taxes, user fees, combination); Measure market for pool membership at various rates (based on respondents background single, family, couple, senior); Assess interest in pool features, activities, programs, and; Perception of the proposed pool site.

Town of Enfield, Connecticut

The Planning and Zoning Commission of the Town of Enfield selected The Center for Research & Public Policy to conduct a Community Attitude Survey among town residents. Results will be used to guide officials as they update the Town's Plan of Conservation and Development. The comprehensive mail survey includes questions related to, but not limited to, town development issues. Areas for investigation included: Reasons residents decided on Enfield; Opinions on Town of Enfield development; Ratings of Town services; Interest in public recreational facilities; Views on growth and development; Perceptions of traffic congestion problems; Support for new housing development; Likes and dislikes about living in Enfield; and Demographics.

City of Danbury, Connecticut

The Center for Research & Public Policy conducted a Community Attitudes and Values Survey for the City of Danbury, Connecticut. The survey served as a major component of the City's Plan of Conservation and Development. CRPP's reports and recommendations assisted the town committees in establishing citizen priorities based on statistically reliable information. The survey included questions regarding recreational facilities, opinions on types of future development, perceptions of current and future community needs.

Town of Fairfield, Connecticut

A Fairfield Representative Town Committee selected CRPP to conduct two in-depth demographic studies. One study was conducted among the community, while the other study was conducted among residents who had purchased homes in Fairfield within the past four years. The purpose of the study was to provide the town government with an understanding of the specific characteristics of its population in regard to age, family size, length of residency, home ownership and existing and future school usage. Additional information on occupations, income, prior residences, housing, and home values were also included to provide additional information to aid town representatives in policy-making decisions. Over two thousand telephone interviews were conducted during the two demographic studies.

Town of Guilford, Connecticut

CRPP was selected by the Town of Guilford to conduct a comprehensive town wide opinion poll. The study included questions pertaining to, but not limited to, quality of life, protecting important resources, economic development, and expectations of Guilford residents. The results of this research project will be used to drive communication efforts geared at educating the diverse constituencies in Guilford, as well as a measurement of resident satisfaction with current Guilford regulations and public services. CRPP conducted a random sample telephone survey with a total of 502 completed surveys. Respondents qualified to participate if they resided in Guilford, were over 18 years of age, and a head of the household. The research collected customer opinions and views in the following areas: Quality of Life; Protecting Important Resources; Encouraging Housing Diversity; Economic Development; Transportation Facilities; Community Facilities; Recreation Facilities; General Government, and; Resident Expectations.

SUCCESSFUL ELECTION, REFERENDUM AND PLEBISCITE SAMPLES

Groton, Connecticut

“The referendum passed. It is always nice to hear good news from your clients. It took a while, but we got there with a successful referendum. We are all amazed at how well the actual results correlated with the poll CRPP completed for us. The referendum results were within 1.0% of the polling data you collected over the summer. When CRPP polled, you showed support at 51.8% for the plan. We received 52.57% of the vote. A testament to sound polling.”

Craig Koehler, Chairman
Town of Groton School Planning Committee
Groton, Connecticut

Saint Leo University

“As I watched the results come in and compared these election results to our results and those of other polls in the field, we did better than any other operation. Great work!”

Frank Orlando, Executive Director
Saint Leo University Polling Institute

Aberdeen, NJ

The Town of Aberdeen, NJ dropped efforts to municipalize electric services once CRPP research demonstrated 85% of the population opposed such a takeover. The results to a subsequent referendum on the issue was defeated, as CRPP predicted, 86% to 14%.

Triple Peaks Resorts (Crested Butte, CO, Okemo Mountain, VT, Mount Sunapee, NH)

CRPP research demonstrated community support for a large expansion to a second mountain peak (Jackson Gore at Okemo Mountain, VT) with new lodging, restaurants, condominiums, and health centers. In a series of referendums, CRPP correctly predicted public support for the sometimes-controversial proposals. Research guided messaging.

The City of Hartford, CT

Research demonstrated to officials that Hartford residents supported a new “strong Mayor” form of government to replace the City Manager style of government. Research indicated strengths and weaknesses of a variety of options. Research guided the campaign for Charter Revision. Over a two-year period, residents supported referendums to change their form of government.

Robert Morris University

“Thanks. I have to say I’m impressed with the reliability and accuracy of these national polls you do on our behalf, so well done!”

Philip J. Harold, Ph.D.
Associate Dean, Robert Morris University

The Citizenship Foundation

The Citizenship Foundation -- an off-spring of the Statehood Party in Puerto Rico -- selected CRPP to conduct research among Islanders, Puerto Ricans on the mainland, and the U.S. population at large. The Statehood Party favors moving the Island from Commonwealth to Statehood. CRPP research will be used to build a strategy and a campaign to win regularly scheduled Plebiscites. The research defined "best impact" messages, profile supporters and opposition, target regions and demographic groups, track support for Statehood, Commonwealth and Independence, track perceptions and test public understanding of issues such as 936 Tax Codes.

New Progressive Party Senatorial Campaign (Puerto Rico)

The Center for Research & Public Policy conducted a series of sixteen polls throughout the eight senatorial districts of Puerto Rico. An Island-wide sample was prepared and those interviewed were asked about issues most important to them and their perceptions about current events taking place on the Island. Foremost, those surveyed were asked how they would vote and their opinion of candidates. The New Progressive Party Senatorial Campaign Committee used the data provided by CRPP and our recommendations to assist in the development of strategy and target campaign messages. The New Progressive Party won in seven out of the eight senatorial districts as predicted by CRPP.

3 AGENCY CAPACITY & PROJECT PERSONNEL

Agency Overview

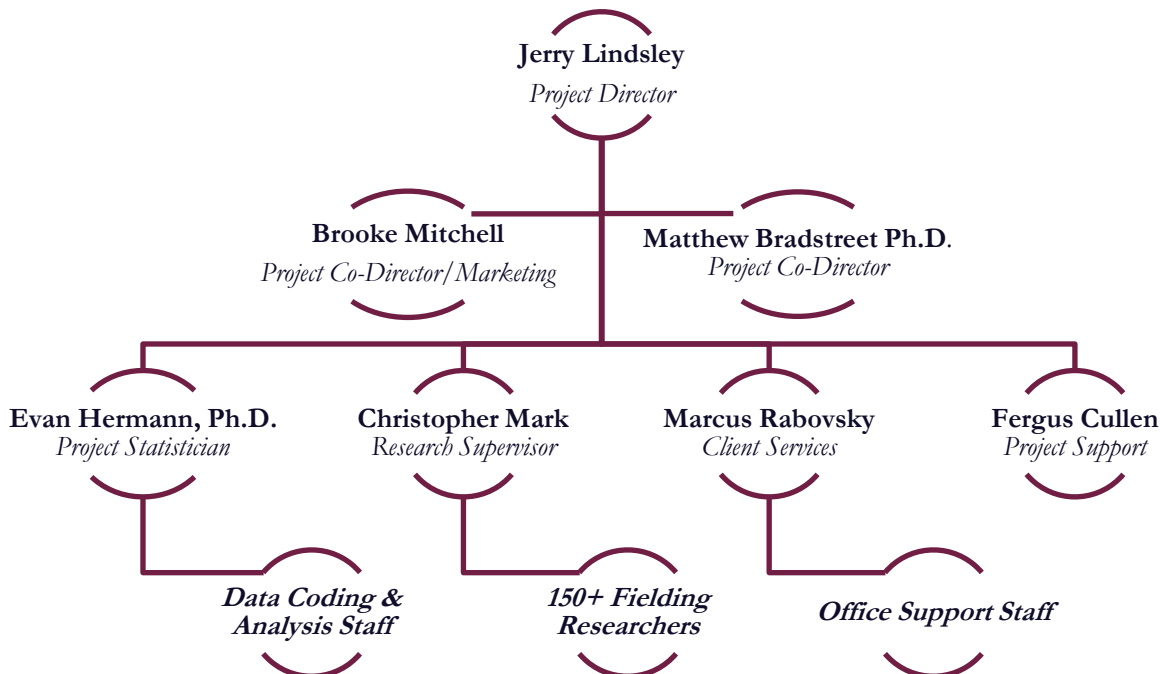
CRPP has extensive experience within all areas identified in this proposal as well as additional areas, which may prove beneficial throughout the course of this project. These services are:

- Quantitative Research
- Qualitative Research
- Strategic Plans
- Needs Assessments
- In-depth/In-person Interviews
- Web-based Surveys
- Meeting Facilitation/Preparation
- Work Group Support
- Data Entry
- Program Evaluation
- Quality Assurance
- Linkage
- Outreach/Public Participation
- Liaison Work
- Technical Assistance
- Logit Modeling
- Computer Programming
- Statistical Design and Analysis
- Off-site video and audio recording capabilities
- Expert Testimony
- Customer Satisfaction Index Development

CRPP is a “secure status” firm that frequently performs sensitive surveys and case studies for federal and state agencies. CRPP subscribes to the code of ethics of the National Council on Public Polls and abides by the U.S. Privacy Act of 1974.

CRPP’s Team Organizational Chart

The following is the CRPP personnel assigned to the Town of Cheshire project followed by a description of their key roles.



CRPP's Management Team



Jerry Lindsley
president

- President and founder of CRPP
- Master's degree from Fairfield University (CT)
- Teaches business management, research, marketing, polling, and public policy courses at area colleges
- Board member for area charities and associations
- Lectured at prominent colleges and conferences
- Presented: "Awareness of Radon Gas Dangers among Low-Income and Disable Residents" at U.S. Centers for Disease Control Conference
- Managed U.S. Congressional and Governor campaigns
- Selected by the U.S. State Department for an 8-member friendship delegation to Egypt and Israel
- During college, appointed by President Reagan to the United Nations International Year of Youth Commission
- Camp committee member and counselor for Camp Rising Sun for kids with cancer
- Founder and former Camp Director for Camp TaKumTa for kids affected by HIV/AIDS
- Certified member of the Professional Ski Instructors of America and American Ski Instructors Association



Fergus Cullen
executive vice president

- Principal at CRPP
- Graduate of Yale (BA, 1994) and Harvard Kennedy School of Government (master's in public administration 2002)
- Director at the Yankee Institute – a New England free-market think tank
- Has managed statewide, U.S. Congressional and local campaigns
- Named a "Rising Star" by Campaigns and Elections magazine
- Editorial page columnist for the New Hampshire Union Leader
- Published in the Wall Street Journal, Runner's World and frequently contributes to the op/ed pages of several newspapers
- Commentator on C-SPAN, CNN, FOX and other news stations
- Fergus is a competitive runner with personal bests of 15:23 for 5K and 2:32 for a marathon
- Coaches High School cross country team
- Fergus and his wife, Jenny, are raising three children



Matthew Bradstreet Ph.D.
vice president

- Vice President at CRPP
- Oversees all CRPP client service from project initiation to presentation
- Ph.D. in Experimental Psychology from the University of Vermont specializing in neuroscience, behavioral pharmacology, financial decision making, and choice in human laboratory models
- Post-Doctoral Fellowship at Johns Hopkins University School of Medicine
- Managed studies for the National Institute on Drug Abuse (NIDA)
- Teaching experience in cognitive psychology, and behavioral pharmacology
- Annual presentation of scientific findings to the College on Problems of Drug Dependence
- Published scientific papers in The Journal of Behavioral Decision Making and Psychopharmacology
- Elected to Phi Beta Kappa national honor society as an undergraduate (Saint Michael's College – VT)
- Volunteer experience in community outreach for AIDS Response Seacoast, a Portsmouth, NH based youth and community education non-profit
- Avid hiker. snowboarder. and automotive



Brooke Mitchell
vice president of client services / marketing

- Brooke is a marketing and project director at CRPP
- Worked as a data analyst at CRPP since 2014
- Received her B.S. in Parks, Recreation and Tourism with a minor in Marketing from the University of Vermont
- M.A. student at the University of Connecticut in the Department of Public Policy's Survey Research Program, specializing in quantitative and qualitative methods, survey design, evaluating public programs and attitude formation
- Worked as the Marketing Director in the hospitality and tourism industry for a AAA, Four-Diamond Resort and Spa in Stowe, VT
- Directs marketing and sponsor initiatives for local Hot-Air Balloon Festival in Stowe, VT, a Top Ten Vermont Event
- Involved in local Vermont small business marketing associations
- Certified Professional Ski Instructor of America, Children's Specialist
- Avid 'skibum' league ski racer, mountain biker, swimmer, traveler and foodie
- Married and happily living in beautiful Vermont



Evan Hermann Ph.D.

analyst / statistician

- Evan is an Analyst at CRPP
- Received his B.A. in Psychology and Sociology (double major / cum laude) from Massachusetts College of Liberal Arts
- Ph.D. candidate in Psychology, University of Vermont, expected; 2012
- Worked as a Pre-Doctoral Fellow at the University of Vermont / The National Institute on Drug Abuse
- And, he worked as a Research Assistant at The University of Massachusetts
- Presentations have included: The Principles and Applications of Contingency Management, A Natural History of Changes in Cigarette Smoking Upon Learning of Pregnancy, Smoking Opinions and Attitudes Among Pregnant Smokers, and Risk Behaviors, Self-Control and College Students
- National Honor Societies: Psi Chi and Alpha Chi

SCOPE OF SERVICES

It is understood that the subject matter for the qualitative research will be collected will be developed during the Project Initiation Meeting (PIM).

CRPP PROPOSAL OVERVIEW

Herein, CRPP proposes a unique community survey model that incorporates significant amounts of community participation and input. In addition to a statistically valid and representative survey of 400 residents in the Town, CRPP offers our unique model for a fully inclusive and open sister online survey.

1.) A **statistically sound** 400 random sample mixed access (landline and cell) phone survey of the Town of Cheshire registered voting residents. This survey will be reflective, proportional and representative of the Town's population.

2.) A **unique open and fully inclusive online community survey model** that incorporates significant amounts of community participation and input. While 95% of residents have access to the internet today, **paper surveys will help accommodate participation for those without internet or computer access.** CRPP has found that allowing an option and place for voices to be heard helps promote positive communication between the Town committee and residents throughout the survey process.

CRPP will be responsible for:

- **Working closely with the SMC**
- **Guiding the group in moving from survey input to a final version approved for phone and online fielding.**
- **Drafting news releases, posters, handouts for Committee to review and approval destined for local publications and public partners and entities to promote resident participation in the survey if called and the open / inclusive online survey.**

Importantly:

CRPP is experienced in securing cooperation and participation for the surveys we conduct. Hundreds of respondents, worldwide, are participating in CRPP surveys daily. The CRPP model for increasing completion rates includes but is not limited to: appealing to the altruistic nature of most respondents, arranging call-backs, assuring confidentiality, asking for help, and preparing user-friendly survey designs.

“Wow. Your responses validate our decision to work with a professional survey organization. I appreciate your speed and clarity”.

**John Monteleone, Chairman
Strategic Planning Committee
Town of Southbury, Connecticut**

METHODOLOGY

The following is a presentation of the methodology to be employed by CRPP while conducting the quantitative phase of the data collection.

TASK 1. QUANTITATIVE PROJECT INITIATION MEETING (PIM)

Deliverable: Meeting with project personnel

CRPP will meet with SMC representatives to collect input for the initial survey draft. Input on the draft will inform the development of the final, approved survey instrument.

TASK 2. MAINTAINING COMMUNICATION

Deliverable: Regular Progress Reports

CRPP will provide SMC representatives with regular progress reports summarizing activities, including progress around the work plan, tasks completed, and milestones achieved in accordance with established timetables. In addition, Jerry Lindsley, Brooke Mitchell and Matthew Bradstreet, Ph.D. are available on an “on-call” basis to answer questions. CRPP office hours are 7:00 a.m. to 7:00 p.m. weekdays. Maintaining regular communication allows CRPP and SMC representatives to discover any unforeseen problems or overlooked opportunities.

TASK 3. INSTRUMENT DESIGN

Deliverable: Completed Study Instrument(s)

Based on PIM discussions and general project information, CRPP will develop the draft research instrument that will be submitted to the SMC’s project representatives for reaction and input.

Subsequently, CRPP and the SMC’s project personnel will actively collaborate to develop an instrument that meets all project goals and objectives. Having over forty years of experience in the development of similar instruments, CRPP can provide the SMC with a “running start” entering the project. CRPP will submit all instruments to the SMC’s project personnel for final approval.

METHODOLOGY: MIXED ACCESS PHONE SURVEY (LANDLINE AND CELL)

TASK 4. SAMPLE DESIGN

Deliverable: Completed Sample Design Plan

CRPP will pull a town-wide super random digit sample for use in calling both cell and landlines. Sample is pulled randomly and proportional to Census group blocks to ensure equal representation town-wide. Business numbers are removed from the sample.

TASK 5. PRIMARY DATA COLLECTION

Subtask 5.1. Phone Staff Training

Deliverable: Completion of training notification

In addition to general researcher training, CRPP's Project Director and Research Supervisor will conduct a training session specific to this project. CRPP's Project Director and Research Supervisor will review each question with research staff to identify and clarify any potential area of ambiguity. Particular attention is paid to technical terminology, open-ended questions, and complex/multi-stage questions/skip patterns.

Subtask 5.2 Quantitative Study Pre-Tests

Deliverable: Completed Survey Pre-test results

Where feasible, CRPP includes a pre-test (typically 2-5% of total amount to be fielded) of the finalized quantitative surveys. Following the pre-test, a briefing is held with the research team to determine any problems, ambiguous areas, or incorrect skip patterns. Adjustments are made with client approval, and full-scale surveying begins. Pre-test results are not included in the total sample if changes are required. CRPP requests SMC representatives approve all instruments in writing before full-scale fielding.

Subtask 5.3. Full-Scale CATI Phone Survey Fielding

Deliverable: Notification that fielding of surveys is completed

Phone Surveys: Given the high caliber of the field research staff, strict sampling and internal data control procedures, we achieve high response rates -- bolstering our confidence in survey results because non-response bias is minimized.

All residential phone interviews are made between 5:00 p.m. to 9:00 p.m. weekdays and 10:00 a.m. to 4:00 p.m. Saturdays (except for scheduled callbacks), ensuring proper demographic distribution. Residential surveys conducted predominantly during the day tend to draw more female and older respondents and fewer younger, working respondents.

Minimizing Survey Non-Response Bias - It is important, for survey reliability, that CRPP maximize the number of responses from the original sample. Researchers are instructed to code and perform up to eight (8) call-backs when encountering a non-response such as a busy signal, no answer, or answering machine. CRPP instructs all field staff to politely arrange callbacks on all refusals. These callback respondents are called at established times -- day or evening -- weekday or weekend. If the field-staff are unsuccessful in their attempt to arrange a callback time, the supervisor politely calls the prospective respondent and identifies himself/herself as the supervisor and explains the critical nature of the call and again asks for the opportunity to conduct the interview. CRPP is able to reverse approximately 50 percent of all refusals by re-contacting respondents.

Subtask 5.4. Ensuring Telephone Survey Quality Control

Deliverable: Notification within fielding progress reports

Close supervision of the data compilation process and interviews is carefully maintained throughout the research period. The field research supervisors review surveys and randomly “audit” and verify information that is collected. Supervisors are present during all interviewing periods, and a telephone monitor rotates through the phone bank checking and evaluating interviewer performance. Using this system, approximately 25 percent of all interviews are monitored on any given day. In addition, supervisors check all completed interviews for correct skip-pattern procedures, correct rotation, and completeness of open-ended responses.

In addition, Supervisors will ensure survey quality by verifying 15 percent of all completed interviews. The Supervisor will re-call selected respondents and confirm that the survey was properly completed by randomly re-asking 2 or 3 survey questions.

METHODOLOGY: OPTIONAL INCLUSIVE COMMUNITY ONLINE SURVEY

TASK 4. SAMPLE DESIGN

Deliverable: Completed Sample Design Plan

CRPP will rely on Town project directors to secure willing community partners (municipal departments, school offices, agencies, social groups, news outlets, school districts, etc.) who agree to promote survey participation through posting the link on websites, handing out flyers, email blasts with the survey link to existing email lists, and holding paper copies at respective front desks for those without internet access.

CRPP will provide draft news releases, post card handouts with the survey link, partner email blast messaging, the survey link for websites and social media (Town and community partners), and other strategies developed during the project initiation meeting. Messaging will describe the goals of the research to encourage public participation in the open and inclusive online survey.

TASK 5. PRIMARY DATA COLLECTION

Subtask 5.1 Quantitative Study Pre-Tests

Deliverable: Completed Survey Pre-test results

CRPP includes a pre-test of the finalized quantitative surveys. Following the soft launch, a briefing is held with the research team to determine any problems, ambiguous areas, or incorrect skip patterns. Adjustments are made with client approval, and full-scale broadcasting begins. Pre-test results are not included in the total sample if changes are required. CRPP requests project directors approve all instruments in writing before full-scale fielding.

Subtask 5.2 Full-Scale Survey Broadcast

Deliverable: Notification that fielding of surveys is completed.

Subtask 5.3. Ensuring Survey Quality Control

Deliverable: Notification within fielding progress reports

Close supervision of the data compilation process and incoming completed surveys is carefully maintained throughout the research period.

As CRPP does for all clients nationally, including the College/University Polling Institutes we manage, we oversee the quality and integrity of incoming surveys. Contact numbers for any mechanical issues are posted within the invitation to complete the survey. Further, a Committee phone number is presented so residents may, as desired, call to confirm the legitimacy of the survey or to request a paper copy of the survey.

DATA ANALYSIS AND REPORTING

TASK 6: DATA ANALYSIS

Deliverable: Completed Data Analysis

CRPP uses a variety of statistical software packages, including SPSS Version 24, a comprehensive and flexible statistical analysis and data management system, all of which are capable of data analysis. Data is processed as it is received from completed surveys. Data from each survey will be checked for consistency by our coding staff. Editing of the surveys proceeds as interviews are completed. A customized SPSS program is written to accommodate the finalized survey instrument. Computer-processed data is reviewed on a scheduled periodic basis by CRPP's Project Directors.

Unlike online surveys, any incoming completed paper surveys will be entered manually.

CRPP is a “secure status” firm that frequently performs sensitive surveys and case studies for federal and state agencies. As a member of the American Association for Public Opinion Research and The National Council on Public Polls, The Center for Research & Public Policy subscribes to a Code of Professional Ethics and Practices, and therefore unless the respondent waives confidentiality for specified uses, we shall hold as privileged and confidential all information that might identify a respondent with his or her responses. We shall also not disclose or use the names of respondents for non-research purposes unless the respondents grant us permission to do so. Further, no project or report information is released without the express written consent of our clients.

TASK 7. ANALYSIS

Deliverable: Completed Data Analysis Report

Necessary for effective reports, CRPP may perform computer analysis including, but not limited to: composite data, age, income, education, employment, ethnicity, housing stock, employment, household size, psychographics and geography. Advance statistical analysis and tools will be utilized where requested and appropriate including linear regression, multiple regression, conjoint analysis, and logit analysis.

All CRPP personnel are proficient in report writing. Following a review of the data collected through interviews, a table of contents is first developed to provide CRPP personnel with the best path to follow in the reporting stage of the project. Following the data review and development of the table of contents, an initial draft of the report is written for review by all CRPP Project team members. Each member reviews the initial report separately, and then a meeting is held to discuss highlights and any possible changes. This method assures that no detail is left unexamined and that each member of the team involved in the project has input into the final product. Each of the comments discussed at the meeting is noted. Upon agreement of the team, highlights are added, and changes are made to the report.

CRPP provides unlimited data reports and cross tabulations at no additional charge. We also provide indefinite maintenance of all data with unlimited access at no additional charge. Typically, new or additional data reports can be processed within 24 hours of the request.

CRPP is also prepared to make unlimited, in-person PowerPoint presentations of findings, conclusions, and results following presentation of the final written report.

TASK 8: FINAL REPORT

Deliverable: Completed Final Written Report Including Composite Data

We insist on clear and meaningful narrative analysis of the data compiled for our clients. Final written reports typically include, but are not limited to:

1. Statement of Confidentiality
2. Introduction
3. Methodology
4. Highlights
5. Summary of Findings – a question by question narrative on results
6. Cross tabulations
7. Subgroup reports by demographics, psychographics and geography
8. Advanced statistical analysis and tools (where appropriate – linear regression, multiple regression, conjoint analysis, logit analysis, **key driver and predictive analysis**, etc.)
9. Composite data – frequencies, cross tabulations

Note: Key Driver and predictive analysis helps us understand what drives residents’ opinions and attitudes. Logit modeling helps us understand the correlation between disparate views.

TASK 9. PROJECT FOLLOW-UP

Deliverable: Unlimited **No Cost** Project Consultation

We strive to provide the highest quality service. We thoroughly understand that the key to client satisfaction is their ability to utilize our service to its fullest extent. Therefore, our relationship continues well beyond our report presentation. Our clients need, and we provide, objective, reliable research with feasible recommendations. We have built our business through repeat customers, and we view this project as an opportunity to build a long-term relationship with the Town of Cheshire, CT.

“Thank you so much. The presentation went over very well. Excellent work! Commissioner Johnson does not distribute praise freely, so you can be proud of that. I really do appreciate your patience and your excellent work on this project!”

Michelle A. Bird, Public Affairs Manager
Commissioners' Office
Larimer County, Colorado

PROJECT TIMETABLE

CRPP proposes to design and implement a project timetable that meets client needs. CRPP will work with project personnel to make any necessary adjustments and/or accelerations (if necessary) during the Project Initiation Meeting. Deliverables/Tasks correspond with our proposed methodology found above. CRPP can meet any SMC timeline if given “on time” approvals. We understand results are desired near the end of January 2021.

TASK	By End of Week 1	By End of Week 2	By End of Week 3-4	By End of Weeks 5-6	By End of Weeks 7-8
Project Initiation Meeting					
Maintaining Communication					
Survey Design					
Sample Design					
Online and phone pre-test					
Survey adjustments					
Full-Scale Survey Broadcasting					
Data Analysis					
Analysis & Report Preparation					
Final Report Presentation					
Project Follow-Up					⇒⇒

5 PROPOSED BUDGET

The following table presents the fees associated with the tasks outlined within this proposal.

Proposed Project Fees	Proposed Fee
CRPP Professional All-inclusive Fee (Includes all tasks outlined within this proposal and <u>all travel</u> -- project management, meetings, fielding 400, 10 minute closed-end surveys, analysis, report writing, presentations to the SMC)	\$17,000.00
Optional Online Survey: CRPP Professional All-inclusive Fee (Includes all tasks outlined within this proposal -- project management, tele-meetings, online survey, analysis, report writing, presentation of results to the town representatives). Utilizes the same survey as employed in the phone research.	No Charge
Travel for Project Initiation Meetings and Presentation of Final Results (*Subject to COVID-19 Travel Restrictions and Quarantine Regulations)	No charge
TOTAL	\$17,000.00

CRPP proposes to invoice 50% of the fee upon commission and the final 50% upon submission of the CRPP report. CRPP will provide three bound copies of the Report and one unbound copy along with all files / data and the Report electronically.

We are prepared to begin immediately and thank you for an opportunity to propose our services.

Jerry C. Lindsley
 The Center for Research & Public Policy
 203-640-3960 Cell
 Email: jcl@crpp.com Web: www.crpp.com

APPENDIX

References

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