



## *Partial Listing of Recent SRI Studies Involving...*

### **ECONOMIC DEVELOPMENT, PUBLIC POLICY, TAX INITIATIVES, MARKETING & NON-PROFITS**

#### **ECONOMIC DEVELOPMENT**

##### **DynamicCity MetroNet Advisors**, Lindon, Utah.,

Economic Development studies on behalf of the **Utopia Consortium** (Utah Telecommunications Open Infrastructure Agency), which is currently comprised of 18 cities in the State of Utah, and the **Sweetwater Consortium**, which is comprised of 2 cities in Wyoming. The intent of the 20 individual studies was to identify "likely market potential" for the DynamicCity Fiber Optic MetroNet in terms of being a viable mechanism for attracting new business and industry into the respective communities.

##### **City of Sunnyvale**, CA. (hub of Silicon Valley), "**Assessing Sunnyvale's Economic Prosperity Program & its Business Climate.**"

Surveying businesses of all sizes and types (e.g., commercial, professional, high tech, in-home businesses, both light and heavy industry) currently doing business in the City of Sunnyvale. Goal is to create an **Economic Development model** that will enhance the economic vitality of the City in the foreseeable future.

##### **ChevronTexaco Corporation**, the second largest US integrated oil & gas company (behind Exxon Mobil), with a presence in more than 180 countries.

An Economic Development survey of opinion leaders throughout the Cocotren (coastline) corridor of Baja, California, Mexico (from Ensenada through Tijuana) to secure the "intelligence" needed for developing a COMMUNITY BENEFITS PROGRAM to enhance education, health care, and "the Arts" throughout the region; to upgrade such infrastructure as local roads, streets, and the sewage system); and to promote tourism and other economic development resources.

This research effort was designed to help position ChevronTexaco to win a \$4 billion contract for constructing and operating an LNG regasification complex plant in Baja, California, Mexico.

##### **Oakland CEO Council**, Oakland, CA., "**Securing 'Intelligence' for Enhancing Economic Vitality in the City of Oakland**"

*Opinion Leadership* study designed to secure the "intelligence" necessary for developing a strategic plan for Economic Development within the City of Oakland. The Oakland CEO Council is comprised of the twelve largest firms with headquarters in Oakland. These include, for example, Clorox, Dryers, Kaiser Permanente, the Oakland A's).

##### **East Bay Regional Park District** (the largest regional park district in the United States).

"Quantifying our Quality of Life: An Economic Analysis of the East Bay's unique environment." SRI conceived and retained the joint services of an Economist to conduct the study and product a formal publication, which culminated with an Economic Summit.

**Research &  
Consulting for  
Strategic Planning**

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**Rincon San Luiseño Band of Mission Indians, San Diego County, CA.,**

Survey Tribal members to secure “intelligence” for developing a 15-20 year **Economic Development Master Plan** for to allow all Tribal members to benefit from the revenues generated through gaming on the reservation (Harras’s Casino). Also, conduct the first comprehensive Tribal census in the Tribe’s history.

**Puyallup Indian Nation, Tacoma, Washington**

An Economic Development survey to identify voter attitudes & public sentiment statewide toward providing Education, Health Care & Social Services via Revenue Sharing with the State of Washington of Sales Tax Dollars from Native American Commerce.”

**Green River Futures, Green River, Wyoming**

Orchestrate a series of re-organizational procedures to assist Green River Futures, a private, non-profit organization, in furthering economic development in the City of Green River, Wyoming. These procedures included helping the GRF: (a) establish goals and objectives, (b) develop local leadership, (c) set priorities, and (d) initiate programs that were designed to yield the desired outcomes in a timely fashion.

**PUBLIC TRANSPORTATION**

**Bay Area Rapid Transit Authority (BART), Oakland, CA.**

*“Determining the Level of Voter Support for the Continuation of a \$1.3 billion tax to Renovate & Improve the BART System.”* Feasibility study for the renewal of a 30-year tax initiative that would yield BART approximately \$1.3 billion.

**Marin County and the Marin County Congestion Management Agency.**

A series of feasibility studies and consulting to position Marin County to secure the requisite 2/3-voter support for a half-cent transportation tax to help alleviate regional gridlock. The public transit plan involved Hwy. 101, rail, bus, ferry, and bicycle transportation strategies.

**AC Transit, Oakland, California, 1995 to present.**

SRI has represented this public transit district for the past three years and continues to do so for purposes of dealing with tax initiatives). The studies SRI has conducted for AC Transit include the following:

- ✓ Measure B Exit Poll (see description below).
- ✓ Measure B, Reauthorization; represent AC Transit’s interests in a tax initiative involving the funding of public transit in Alameda County under the auspices of the Alameda County Transit Authority.
- ✓ Study to determine public awareness and attitudes regarding bus fares, usage and possible taxation to maintain existing levels of service. Resulted in a tax initiative being placed on the November ’96 ballot.
- ✓ Feasibility study for the passage of a parcel tax to maintain existing levels of service. Initiative turned out NOT to be feasible and was postponed to following year.

## **Tax Initiatives, 218 Benefit Assessments & other Public Policy Research in the Public Sector**

### **City of Hercules.**

For nearly 15 years, SRI has represented the City of Hercules regarding public policy research, including such things as: (i) "Needs Analysis," and (ii) placing parcel tax initiatives (requiring 2/3 voter support) and **218 Special Benefit Assessment Districts** (requiring 50% support among property owners). The studies SRI has conducted for the City include the following:

- ✓ Needs analysis to determine how to cut back on City services due to budget due to pressures brought on by the deficit at the State level.
- ✓ Landscape & Lighting Assessment; feasibility study to determine level of voter support for renewing the assessment.
- ✓ Utilities study. A study to determine level of support for the City creating a new, city-owned utility via a public/private partnership with a subsidiary of ChevronTexaco.
- ✓ Twice now, we been commissioned to design and administer a needs assessment for **Economic Development & Growth Management**.
- ✓ Study to identify and understand opinions and attitudes among residents that **impact current city services, programs and public policy decision making**.
- ✓ Study to determine voter support for a **capital improvement bond**.
- ✓ Study to identify and understand opinions and attitudes among residents that impact **current city services, programs and public policy decision making**.

**City of Antioch, CA., "218 Feasibility for Creating One or More Landscape & Lighting Districts,"** a survey of residential and "high-end" property owners.

Antioch's six existing Landscape & Lighting Districts are about to "sunset" (terminate). SRI was commissioned to survey residential and "high-end" (hard to reach) property owners to determine: (a) whether or not Antioch property owners would be willing to re-approve the existing Landscape & Lighting Districts, (b) whether or not they would approve creating a single, Citywide District vs. multiple, smaller Districts throughout the City, (c) determine property owners' collective "willingness to pay" for the services provided through this form of annual assessment, and (d) determine if property owners would be willing to forego the require for the District to be "re-approved" every four years and/or approve a cost-of living annual adjustment to the assessment.

### **City of Berkeley.**

Survey to determine feasibility of local tax measure to pay for additional fire protection, earthquake preparedness, etc. in aftermath of the Berkeley/Oakland Hills Fire.

### **City of Brentwood**

Public Opinion, Attitudes and Priorities for Park and Recreation Facilities.

- ✓ Needs assessment for **Economic Development & Growth Management**.
- ✓ Two studies over five-year period to identify and understand opinions and attitudes among residents that **impact current city services, programs and public policy decision making**.
- ✓ Study to determine voter support for a **capital improvement bond**.
- ✓ Study to determine level of support among local property owners for the renewal of an existing **Landscape & Lighting District** to provide monies for the creation and maintenance of such infrastructure as street lighting, streets & roads, park and recreation facilities, et al. (this amounts to the renew of a 218 Special Benefit Assessment District within the City).
- ✓ Study to identify and understand opinions and attitudes among residents that impact **current city services, programs and public policy decision making**.

### **Town of Danville**

Determination of park usage and the feasibility of passing a \$15 million Mello-Roos Tax Measure for additional parks and recreational facilities and Opinion Leadership Study to assist in campaign strategy.

### **City of Davis**

Public Opinion, Attitudes and Spending Priorities regarding Issues of *Open Space, Natural Areas, and Recreation Trails*.

### **Delta Environment Science Center** (survey residents throughout entire S.F. Bay Area)

Public Perceptions Regarding Prospective Educational and Recreational Programs, Activities & Facilities.

### **City of Fremont**

Survey of local electorate to determine likelihood of support for bond/tax measure with regard to five capital projects and/or a Gann Limit override.

### **City of Gilroy.**

Survey of city residents to identify local concerns and community priorities, and to assess city programs and service levels.

**City of Half Moon Bay**

Voter Attitudes towards Growth Management.

**City of Hollister and San Benito County** (co-sponsored by both public agencies).

Attitude Analysis regarding Growth Restricting Initiatives

**City of Lafayette.**

Survey to determine park and recreation desires and voter willingness to support tax for such projects.

**City of Los Altos.**

Survey to determine the general attitudes and concerns of local residents regarding the needs of seniors in the Los Altos area.

**Town of Los Altos Hills**

Study electorate regarding sentiment towards two ballot measures in election dealing with local **land use decisions** and possible **annexation**; subsequently conducted a tracking survey regarding same issues.

**City of Martinez**

Survey local electorate to determine perceived need for a *community center* and willingness to pay additional taxes for the construction of such a facility.

**City of Martinez**, *“Developing a Crisis Plan to Address a Serious Budget Shortfall Impacting City Services and Securing ‘Matching Funds’ to Address the Problem of Flood Control in downtown Martine.”*

Feasibility study to determine: (a) the likelihood of securing the requisite voter support and the “threshold” of willingness-to-pay” a new tax in order to avoid cutbacks in City services as a result of a serious budget shortfall, and (b) *willingness-to-pay* a modest tax in order to “match” funds being provided by FEMA (Federal Emergency Management Agency, CalTrans, and the Union Pacific Railroad in order to resolve a chronic flooding problem in downtown Martinez.

**City of Moreno Valley**

*Maintaining the Community Services Assessment District (Zone ‘A’)*

Threshold of Willingness-to-Pay for Parklands and Recreation Facilities Made Available from the Closure of the March Air Force Base.

**City of Oakland Fire Department**

Study to determine voter attitudes towards existing services and possible additions/changes in services.

**City of Pacifica**

Determination of voter support for a ballot measure to exempt current growth limitations.

**City of Pleasanton** (three surveys)

First survey to determine level of support for a **growth-limiting initiative** and to establish voter attitudes towards **general land use policies** ; second survey to determine voter support for a *General Plan Amendment* regarding open space preservation and residential development; third survey to drive strategic planning involving Pleasanton **Ridgeland Land-Use Plan**.

**City of Santa Rosa**

Public Usage, Attitudes and Priorities for Parks & Recreation Facilities and Programs.

**City of South Gate**, California

Developing Benchmarks (baseline measures) for **"consensus-building" among Stakeholders** throughout the City's jurisdiction; sustaining Innovation within the City of Southgate.. A City-wide telephone survey, plus a series of Town Hall meetings.

**City of Ventura**, California.

Demographic profile of the City of San Buenaventura

**Town of Windsor**

Study to determine the feasibility of incorporating Windsor into a self-supporting city.

**Humboldt County**.

Study of voters attitudes towards the local timber industry and determine the electability of local candidates.

## PARKS & RECREATION

**East Bay Regional Park District** (the largest regional park district in the United States), 1988 to present.

The EBRPD is comprised of Contra Costa and Alameda Counties (over 2.1 million residents). It has within its jurisdiction 59 regional parklands and over 1,000 miles of trails on approximately 85,000 acres of property.

- ✓ **Benchmarking and Longitudinal Monitoring;** SRI conceived and now oversee an on-going program to help the regional park District move from a solely tax-based operating model to a market-driven model of operations. These efforts focus, in part, upon building a comprehensive database comprised of park users, surveying them, and recommending policies and strategies to become more responsive to their collective wants and needs.
- ✓ **Consulting** for developing and implementing a plan to inform constituents of the Regional Park District's decision to place a tax initiative before them in the March '2002 elections. This initiative is designed to provide necessary funding for operations and maintenance of the park districts parklands and trails; currently underway.
- ✓ Series of **Feasibility studies** to determine **likelihood of gaining necessary 2/3 voter support** and **identifying tax threshold** for a **new parcel tax** to generate funds for enhancing park and recreation programs provided through the Park District. SRI also designed and administered two surveys of property owners involving a **Prop. 218 Special Benefits District Assessment** in East Contra Costa County.
- ✓ **Park user Loyalty/Satisfaction Benchmark Survey**
- ✓ Feasibility study to determine the advisability of creating a new **Fire Assessment District** in the Oakland Hills.
- ✓ **Feasibility study** to determine **the likelihood of renewing Measure 'AA'** (securing 2/3 voter support), which is a \$225 million bond for land acquisition.
- ✓ EBRPD's Benefit Assessments in Light of **Prop. 218** (*'Voters' Right to Vote on Taxes Act'*).  
**Measure KK** received **79.8% voter support**  
**Measure LL** received **69.1% voter support**
- ✓ Survey of Voters, **Renters and Apartment Dwellers.**
- ✓ Constituent Attitudes Toward Assessment Fees for the **Maintenance and Operation of the EBRPD Trail System.**
- ✓ **Park Trail Usage Patterns** and Public Sentiment Toward Maintenance and Operation Cost of the EBRPD Trail System.
- ✓ **Study to Determine the Feasibility for Approval of a \$200 to \$400 million Bond Measure.** SRI subsequently ran successful campaign; Measure 'AA' received the necessary 2/3 voter support for \$225 million).
- ✓ **Customer Satisfaction Survey,** EBRP Foundation

**The Snyderville Basin Special Recreation District, Park City, Utah, “Needs Assessment for Recreation Program & Recreation Capital Facilities.**

Two community surveys, in Utah’s Summit County conducted three years apart, to secure “intelligence” needed for developing and updating a comprehensive **Master Plan** for regional parks and recreation facilities and programs in the areas immediately contiguous to Park City, Utah. The first study resulted in the passage of an **\$11 mm park bond**, and the second study was designed to determine how best to invest these monies based on the collective perceptions of the District’s various constituencies.

**State of California, Parks and Recreation Department** (Co-sponsored by the Save-the-Redwoods League)

Determining the feasibility of passing a *Bond Measure* to upgrade and maintain California State Parks and Recreation Facilities statewide.

**San Mateo County, Department of Parks & Recreation.**

*Needs Analysis* (empirical input for a 5-year Master Plan) and countywide *G.O. Bond Feasibility Study*, combined with a study involving the possibility of creating a *218 Special Benefits Assessment District* in the mid-coast region of the county.

**Sonoma County Regional Parks Department**

Public Opinion Poll to survey regarding Collective Attitudes and Priorities for Regional Parks and Recreation Facilities provided by and/or through the County.

**Marin County with the Towns of San Anselmo & Fairfax** (a joint project)

Tax feasibility study to determine the wisdom of creating a Joint Powers of Authority (JPA) to purchase the Marin Town & Country Club property and convert it into a parks, trails, and recreation facility, study included determining the electorate’s collective “threshold” of *willingness-to-pay*.

**The Desert Botanical Garden, Phoenix, AZ.**

Toward Building a Strategic Plan for Repositioning the Desert Botanical Garden in the Collective Mind of the General Public and Increasing Visitation to “The Garden”.

**Phoenix Art Museum**

Study to evaluate current membership attitudes, motivation for membership and services provided to members.

**City of Union City, California.**

Parks and Recreation **Master Plan**; plus, assessing issues impacting the ‘Quality of life’ for Union City residents. Citywide survey to determine constituent wishes for short-term and long-term needs with respect to City-sponsored parks, recreation, and leisure programs and facilities.



## STUDIES IN PRIVATE SECTOR

### AAA (Auto Club of Southern California)

- ✓ **Understanding ‘Purchase Barriers’** to AAA auto insurance.
- ✓ **Post-election survey re: ‘No-fault Insurance’ Ballot Initiative.** Member survey to determine level of awareness, knowledge, and attitudes after the No Fault Insurance initiative was on the statewide California ballot.
- ✓ **Pre-election survey re: ‘No-fault Insurance’ Ballot Initiative.** Member survey to determine level of awareness and likelihood of voter support for the statewide No Fault Insurance initiative that was on the upcoming ballot.
- ✓ **Post-election survey of AAA members** re: two transportation propositions that appeared on the November 8th ballot. Object of study was to analyze voting behavior among AAA members.
- ✓ **Market feasibility study and new product development.** Study involved a new insurance product called Mechanical Breakdown Insurance.

**Salt River Project (3rd largest public power and water utility in the United States).** New product research in preparation for the divestiture of the utility industry within the following two years.

- ✓ Introducing **Whole House Surge Protection** products to the marketplace.
- ✓ Introducing to the marketplace **SRP’s M-Power Technology** (manufactured by Motorola).
- ✓ **Product development** for BOTH residential and business markets.

**Health Net, Inc.** (subsidiary of Foundation Health Systems/Health Systems International)

- ✓ **Phase II: POS (point of service) product research** to determine how to improve “*HealthNet Select*.” Conduct a series of focus group exercises involving members who have purchased Health Net’s POS product.
- ✓ **Phase I: POS (point of service) product research** to determine how to improve “*HealthNet Select*.” Conduct a series of focus group exercises involving physicians and administrators who service Health Net’s POS product.
- ✓ **New Product Development.** Conduct a series of focus group sessions to: (1) determine the likelihood of adoption of new member products/benefits being considered by Health Net and (2) to evaluate key features of the new products under consideration.

**Humana, Inc.**, Louisville, Kentucky — Study to determine **market potential** and **pricing threshold** for premium-based POS Supplement to Medicare. Conducted telephone survey that was designed to: (1) confirm the findings from previously-conducted focus group research and (2) to address the above-noted research questions.

**Intergroup Health Plan**, Phoenix, Arizona (subsidiary of Foundation Health Systems/Health Systems International)— Toward enhancing member retention:  
**Disenrollment telephone survey.**

**PCS Health Systems**, Scottsdale, Arizona (a wholly-owned Division of Eli Lilly Pharmaceuticals) — Conduct 1997 **Annual Customer Satisfaction Survey**. Combination telephone and mail surveys.

**QualMed HealthLine**, Philadelphia, Pennsylvania (subsidiary of Foundation Health Systems/Health Systems International). SRI analyzes the data from mail user satisfaction surveys conducted quarterly; we conduct longitudinal (over time) analyses in order to identify instructive trends and patterns (*quarterly since May 1997*)

**SafeGuard Dental Plan** (dental HMO). We conduct on-going monthly “patient satisfaction” surveys involving providers who accept the SafeGuard plan in every market throughout the United States.

**SCAN Health Plan** (social HMO that is part of a Congressional experiment designed to provide health care services to the senior/Medicare population)

- ✓ **Niche Analysis and Branding Study** commissioned for the purpose of determining how to position the senior HMO to compete with larger HMO’s (especially those with “deep pockets”) when the protection of SCAN’s niche is terminated by Congress and the playing field levels out. Study comprised of three-phases: **Phase I: telephone survey** of SCAN members and non-members; **Phase II: one-on-one, in-depth interviews** of SCAN employees & consultants; **Phase III: conduct two focus group exercises** involving consumers recruited from specific target markets.
- ✓ **Building behavioral models for client/member retention.** Combination telephone survey and focus group study.
- ✓ **Needs analysis of seniors.** Telephone survey.
- ✓ **Disenrollment Study.** Combination focus group research and telephone survey.
- ✓ **Proposed name change.** Test proposed name change for senior HMO. Focus group research.
- ✓ **Niche analysis/concept testing.** Niche marketing study (based upon in-depth one-on-one personal interviews) to determine marketability of new HMO (a subsidiary to SCAN Health Plan) called SmartCare. Study included testing three advertising concepts.

**United Health Plan**, Los Angeles, California (telephone surveys)

- ✓ **Member satisfaction survey.** Statistical analysis included “causal modeling.”
- ✓ **Member & Non-member Senior Market Profile Survey;** Survey members and non-members to determine a profile of clientele.

**Yellowstone Community Health Plan**, Billings, Montana — **Needs Assessment** and **Local Market Analysis** for purposes of strategic planning. Telephone survey for start-up of new HMO.

## NOT-FOR-PROFIT ORGANIZATIONS

**Vintage House Senior Center**, Sonoma, CA, “*Public Opinion Research for Purposes of Strategic Planning: Benchmarking Community Awareness, Public Image & Needs Analysis.*”

Vintage House wanted to take a higher profile in the communities they serve in the Sonoma Valley. Toward that end, they wanted to secure a better understanding of how well known the senior center was throughout the region, how they were perceived, and whether or not there were services desired by their constituency that the Center was not presently providing to seniors. Finally, they wanted to secure “intelligence” that would help improve their fund raising efforts.

**Jesus Video Project**, sponsored by the Campus Crusade for Christ

- ✓ **Testing Distribution Strategies & Measuring the Effects** of viewing “The Jesus Video” when sent, unsolicited, to homes of Christians & Non-Christians (Two surveys of residents in three cities located BOTH inside and outside of the ‘Bible Belt’).
- ✓ **Surveying Pastors** about The Jesus Video: Whether or not their expectations were realized.
- ✓ **Redesigning the Cover Sleeve (jacket) of The Jesus Video**; focus group research involving both Christians & Non-Christians.

**Wycliffe Bible Translation**, Orange, CA.

Developing a strategy to maximize the effectiveness of fund raising letters to supporters of the Wycliffe effort.

**Inland Auto Dismantlers’ Association**, Identifying Market Potential for Used Engines & Used Parts throughout the Inland Empire.

**United Way of Orange County**  
Needs analysis survey.

## STUDIES INVOLVING TAX INITIATIVES FOR PUBLIC SCHOOLS

### **Alameda Unified School District**, City of Alameda, California

Two studies (benchmark survey & tracking poll prior to the election) to determine the level of community support for consolidation of high schools and feasibility for passage of a *\$48 million bond*.

### **Berryessa Union School District**, San Jose, California

Study to determine feasibility of passing a local school tax initiative for education programs and establishing overall budget priorities (two studies)

### **Brentwood/Byron/Oakley School Districts**, Contra Costa County, California

Study to determine the feasibility of passing a local school tax measure/

### **Contra Costa County Libraries**

Survey to determine public library use and needs, general attitudes towards library and county services, and the likelihood of passing public financing for construction of additional libraries.

### **Department of Education, State of Arizona** (Co-sponsored by The Goldwater Institute).

Feasibility study for a 1/2 cent sales tax to “equalize school funding” throughout the State of Arizona.

### **Livermore Valley Joint Unified School District**, Livermore, California

Survey to determine the feasibility of a parcel tax measure to enhance educational programs within the District on a site-specific basis.

### **Martinez Unified School District**, Martinez, California

Baseline survey to determine feasibility of passage of \$25 million bond measure for a new high school; later conducted tracking surveys. Subsequently, ran successful campaign.

### **Mt. Diablo Unified School District**, Concord, California

Re-analyze data gathered by another research firm regarding feasibility of *\$90 million bond* measure; subsequently commissioned to conduct a tracking poll to confirm “findings.”

### **Newark Unified School District & City of Newark**

Joint study to determine the feasibility of two proposed tax measures: the renovation of local schools and a community swimming pool.

### **Oakley School District**, Oakley, California

Study to determine the feasibility of passing a local school tax measure. Subsequently retained to manage successful campaign for the bond measure.

### **Redwood City Elementary School District**, Redwood City, California

Tracking survey to determine the feasibility for passage of both a successful bond measure for facility improvements and parcel tax measure for educational programs.

**Reed Union School District**

Study to determine reasons for failure of a prior parcel tax initiative and the parameters of an acceptable measure.

**Rim of the World Unified School District, Lake Arrowhead, CA.**

Feasibility study for a General Obligation Bond.

**West Contra Costa College, Richmond, California**

An assessment of resident attitudes and needs with regards to the college and its programs.

