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William Gronseth  
Superintendent of Schools  
215 North First Avenue E  
Duluth, MN 55802

Dear William:

The Morris Leatherman Company is pleased to present this survey research proposal to you for the Duluth School District. This prospectus is organized in three parts: a discussion of the goals of the research; a potential design and schedule; and, estimated project costs. As you will see, I am certain that we can provide the Duluth School District with the information it seeks in both a cost-effective and timely manner.

***GOALS OF THE RESEARCH:***

The survey would assess the attitudes and opinions of residents of the Duluth School District on four separate, but interrelated issues:

1. *General Perceptions and Issues Concern in the School District*
2. *Referendum Atmospheric*
3. *Messages and Communications*
4. *Demographics*

***DESIGN OF THE RESEARCH:***

The Morris Leatherman Company proposes to conduct a telephone survey of 625 randomly selected households in the Duluth School District. The overall sample is also of sufficient size to permit the district to be divided into a maximum of five or six categories for more detailed analysis, such as likely voters, age, home ownership, location of residence, presence of children, and other demographic characteristics.

To insure the integrity of the sample, MLC places the most exacting sampling standards in the industry on our procedures. MLC uses a mix of random digit dial landline and cell phone numbers. Before an alternate household is substituted for a designated target, at least twenty tries are made to contact the initial households during a seven day period. The telephone calls take place during various times on weekday evenings and during the weekend. Our interviewers are also instructed to seek convenient appointments with interviewees, cutting our refusal rate to less than five percent on average. An unbiased selection process is also used to identify the adult member of the household to be interviewed. To validate the completed sample, the latest 2010 United States Census population characteristics are utilized as a standard of comparison.

The questionnaire would be administered by MLC trained and supervised personnel. The computer analysis will be obtained from our in-house C-MENTOR and SPSS statistical analysis systems, insuring both access to the most current analysis programs and confidentiality of the data set.

The Duluth School District will be presented with the final report highlighting all the major findings of the study. MLC will also speak to any major differences from and similarities with other similar school districts. A volume of all computer generated cross tabulations and other multivariate statistical techniques will also be included.

#### ***SCHEDULE OF THE RESEARCH:***

Our general timeline for a project of this size and complexity is listed below:

1. Planning with the School District Administration, and/or School Board to establish the topics to be covered in the survey. Based on these topic concepts, MLC would word specific, neutral questions. This activity will be completed by telephone and/or e-mail, depending on client wishes, within two weeks of the initiation of the contract.
2. Obtain final approval of the survey instrument. This activity is normally completed within four weeks of the initiation of the contract.
3. Final determination of the field dates for interviewing.
4. Pre-testing and, if needed, approval of resulting revisions. This activity is completed by the second day of fieldwork.
5. Completion of all fieldwork within a two-to-three week period.

6. Computer analysis and preparation of the frequencies. This activity will be available within two weeks after completion of the field work.

7. Delivery of the final written report to the Duluth Public School District. MLC will actively work with the School District in structuring the information and communications effort to best meet the findings of the survey. Afterwards, telephone consultation, as the need arises, will be provided about the study's findings and implications.

***PROJECT COSTS:***

The cost of a survey is driven by two factors: sample size and questionnaire length. A study whose parameters are a maximum of 50 questions administered to a 625 household random sample of the Duluth School District would cost \$20,000.00. Each additional question unit beyond the initial allotment would be \$160.00.

As company policy, MLC requires one-half of the cost prior to the commencement of field work; the remainder is due upon delivery of the final written report.

If you require any further information from us, feel free to contact me. We look forward to the opportunity to work with the Duluth School District.

Sincerely,  
Peter Leatherman  
Managing Partner