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<b>PROJECT TITLE</b>	<b>EXHIBITS</b> <i>(List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)</i>
<b>CONTRACTOR</b>	<b>CITY OF REDMOND PROJECT ADMINISTRATOR</b> <i>(Name, address, phone #)</i>  City of Redmond
<b>CONTRACTOR'S CONTACT INFORMATION</b> <i>(Name, address, phone #)</i>	<b>BUDGET OR FUNDING SOURCE</b>
<b>CONTRACT COMPLETION DATE</b>	<b>MAXIMUM AMOUNT PAYABLE</b>

**THIS AGREEMENT is entered into on \_\_\_\_\_, 20\_\_ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".**

**WHEREAS, the CITY desires to accomplish the above-referenced project; and**

**WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and**

**WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,**

**IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:**

**1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.**

**2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.**

**3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice**

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. **Changes in Work.** The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. **Extra Work.**

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

**B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.**

**C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.**

**The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.**

**All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.**

**10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.**

**11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.**

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work  
City of Redmond, standard form**

**IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.**

**CONSULTANT:**

**CITY OF REDMOND:**

\_\_\_\_\_  
**By:** \_\_\_\_\_  
**Title:** \_\_\_\_\_

\_\_\_\_\_  
**Angela Birney, Mayor**  
**DATED:** \_\_\_\_\_

**ATTEST/AUTHENTICATED:**

\_\_\_\_\_  
**City Clerk, City of Redmond**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
**Office of the City Attorney**

**RFP 10764-22**  
**Request for Proposals**

**Annual Community Survey and On-Call Services**

Prepared for:



The City of Redmond

Submitted by:



EMC Research, Inc.

October 21, 2022

Contact:

Ian Stewart, Principal, EMC Research, Inc.  
720 3rd Avenue, Suite 1110, Seattle, WA 98104  
(206) 204-8032 | [ian@emcresearch.com](mailto:ian@emcresearch.com)



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## Cover Letter

October 21, 2022

City of Redmond, Washington  
c/o Audrey Stenerson, Senior Purchasing Agent  
Purchasing Division, M/S: 3NFN  
15670 NE 85th Street  
PO Box 97010  
Redmond, WA 98073-9710

Dear Audrey Stenerson,

Thank you for the opportunity to respond to **RFP 10764-22** for Redmond's Annual Community Survey, and serve as an on-call to conduct statistically valid surveys of community members, to prepare reports of survey findings, and related work on an on-call basis, such as focus groups, in-depth interviewing (IDI), and other surveys on behalf of the City of Redmond. EMC is interested in this project because – through conducting the highest-quality public opinion research – we strive to help inform local municipalities, regional governments, and public agencies in making high-impact decisions to improve the lives of the people and communities they serve. The enclosed outlines EMC Research's relevant qualifications.

EMC Research is a majority women-owned full-service public opinion research firm serving a broad range of clients since 1989. We pride ourselves on providing highly accurate data and staying on the cutting edge of industry innovations. We believe EMC is especially well-matched to provide high quality research services on behalf of the City of Redmond because:

**We know what works.** We combine years of practical experience with an in-depth academic understanding of the science of research. We've conducted thousands of research projects using a variety of research methodologies and have extensive experience researching the opinions and attitudes of residents overall as well as traditionally hard-to-reach and marginalized communities.

**We know Redmond.** EMC Research is one of the Pacific Northwest's premier opinion research firms, particularly in working with public agencies to understand community sentiment. We are adept at conducting research to measure and track community satisfaction, priorities, and behavior through innovative community research, including surveys on behalf of a long list of municipalities and public agencies in the region. Central to this experience, EMC has partnered with the City of Redmond and its stakeholders for more than 13 years to conduct a variety of quantitative and qualitative research including community surveys, public safety research, business priority research, parks and recreation surveys, budget priorities research, and more.

**Overview and capabilities:** EMC Research, Inc. is a full-service opinion research and data analytics firm serving a broad range of clients, including public and private corporations, state and local governments, nonprofit organizations, public agencies, and political campaigns. Founded in 1989, EMC Research is a team of over 50 professionals with decades of research experience that we apply to every project. Our firm has offices in Columbus, OH; Irving, TX; Oakland, CA; Portland, OR; Seattle, WA; and Washington, D.C.; and we have conducted research in all 50 states and several foreign countries. EMC Research is a member of the Insights Association and the American Association for Public Opinion Research, the two leading industry groups for the market research and public opinion industry, and is the United States representative to IRIS, the world's largest international network of market research providers.

EMC Research, Inc. is certified as a women-owned business by the National Women Business Owners Corporation (NWBOC), the leading third-party national certifier for women-owned small businesses. EMC Research is also a certified Women-Owned Small Business (WOSB) under the guidelines provided by the U.S. Small Business Administration.

EMC Research's mission is to provide clients with strategic guidance using a thorough understanding of public and stakeholder opinion. Our staff and principals provide a powerful synthesis of experience and methodological capabilities that allow us to successfully execute a wide range of projects. EMC Research combines an in-depth academic understanding of research with extensive real-world experience to design research programs that best help clients achieve their goals and get the most out of their research.

EMC Research has a breadth of clients across a host of sectors including municipal and regional governments, public agencies, small and large corporations, member organizations, local campaigns, and utilities. This wide array of research experience has given us the freedom to try and refine new, innovative approaches that we use to inform our research projects.

Our research capabilities include:

- Multi-modal online and telephone surveys
- In-person and online focus groups
- Multi-lingual and multi-cultural research
- Mail & multi-modal studies using Address-Based Sampling (ABS)
- Online surveys
- One-on-one in-depth interviewing studies (IDIs)
- Visitor intercept surveys
- Multi-lingual and multi-cultural research
- Online bulletin boards
- Geographic Information Systems (GIS)
- Online panel building and management
- Advertising effectiveness tracking
- Message testing
- Customer satisfaction
- Key Driver Analysis
- New product/service evaluation
- Data processing and tabulation
- Multivariate analysis
- Data analytics and modeling
- Cluster analysis and personas
- Market segmentation
- Branding research

EMC Research brings to the table a committed team of research and consulting professionals. We will listen to your needs, design the best combination of research methods, collect reliable and accurate data, and synthesize research results into a product that is easy to understand and apply to further your strategic goals and initiatives.

As the primary point of contact for EMC Research on roster requests, I welcome the opportunity to answer questions and I look forward to hearing from you soon.

Sincerely,



Ian Stewart, Principal  
EMC Research, Inc.  
720 3rd Avenue, Suite 1110, Seattle, WA 98104  
(206) 204-8032  
[ian@emcresearch.com](mailto:ian@emcresearch.com)

## Business Name

### *Firm Name*

#### **EMC Research, Incorporated**

Incorporated in 1989 as Evans/McDonough Company  
Changed name to EMC Research in 2007

### *Firm Address*

#### Seattle:

720 3<sup>rd</sup> Avenue, Suite 1110  
Seattle, WA 98104

#### Oakland:

2001 Broadway, Suite 110  
Oakland, CA 94612

### *Firm Licensure*

Unified Business ID #: 601360641

City of Redmond Endorsement: Redmond General Business – Non-Resident #RED19-000214

### *Contact Person*

#### **Ian Stewart, Principal**

EMC Research, Inc.  
(206) 204-8032  
[ian@emcresearch.com](mailto:ian@emcresearch.com)

### *Contact Signature*



Ian Stewart, Principal  
EMC Research, Inc.

## Firm Personnel

At EMC Research, we believe that teams are best served by a fully integrated and collaborative team. Project Lead Ian Stewart and Project Manager Brian Vines will be active members of your team from day one, ready to participate in early conversations around announcement, rollout, and strategy. We ensure each client gets attention from every member of our project team to handle this research project in an expedient manner.

The team would be structured as follows:

- **Ian Stewart, Principal and Project Lead:** Ian will be available for calls and/or meetings with the City of Redmond to discuss the project approach and timeline, provide input on drafting the questionnaire, be available for calls and/or meetings with the City of Redmond to discuss questionnaire revisions, develop key findings and recommendations after data collection is complete, and be available to meet with the City of Redmond to discuss and present survey results.
- **Brian Vines and Ayse Toksoz, Senior Directors and Project Managers:** Brian and Ayse will be the primary contacts on a per-project basis. If EMC is conducting multiple concurrent projects for Redmond under the on-call contract, one would plan to manage the Annual Community Survey while the other would manage other research for the City. They will manage the overall projects, including project design, task schedules, team members, and deliverables. Ayse and Brian will assist Ian with leading calls and meetings with the City of Redmond to discuss the project approach and timeline, drafting the questionnaire, leading calls with the City staff to discuss questionnaire revisions, managing and overseeing data collection, providing data analysis and presentation design, and presenting survey results.
- **Strategy and Data Associates:** We will assign associates to assist with technical logistics such as questionnaire edits, data collection, management, and analysis, and creation of deliverables. They will be supervised by senior management and all deliverables will be thoroughly reviewed and checked for accuracy.
- **Shani McElroy, Field Director:** Shani's main responsibility is to ensure the data we collect is of the highest quality, and that our surveys represent our clients in the best possible way. She will ensure data integrity and that the project performs on time and on budget. In her time with EMC Research, she has developed strong relationships with numerous top-quality subcontractors, and she will serve as a liaison between EMC Research and its subcontractors and ensure all vendors are adhering to EMC's strict quality standards.

### *Ian Stewart, Principal*

Ian started as an Analyst at EMC Research in 1999 and has served in many different capacities at EMC on his way to becoming a Principal in the company. His wide range of experience on research projects has included extensive work for private sector clients, public agencies, and hundreds of successful funding measure and candidate campaigns. Ian has found that the learnings from these different projects all contribute to each other; from the simple to the complex, what Ian and his team learns on each project has given him unique insights and skill into giving clients the key answers they need.

One of the things EMC's clients appreciate most about Ian is his ability to walk them through complex concepts and findings in ways that everyone on the team can understand and use. He says: "What we're really doing is working with our clients to identify the core of the issues or challenges they want to know about. Our clients often know generally where they want to go, but it's the specifics that we help them identify and the way we build our questionnaires and analysis from what we've learned that sets us apart in this industry. We're telling a story with research that helps inform everyone at the table to make informed decisions on how to move forward."

Ian has spent decades collaborating with public agency clients to conduct public opinion research that has informed successful policymaking, planning efforts, communication strategies, and funding campaigns for a wealth of governments and public agencies. Ian's recent relevant experience includes a broad mix of quantitative and qualitative studies for clients, including King Country Metro, WA; Sound Transit, WA; Seattle City Light; Metro Parks Tacoma, WA; Pierce Transit, WA; the City of Redmond, WA; the City of Renton, WA; Seattle Department of Transportation (SDOT), WA; the City of Eugene, OR; the Metropolitan Wastewater Management Commission (Eugene, OR); and many more.

Ian has a BA degree in Political Science from Western Washington University, with a minor in Environmental Studies. He spends his time away from work adventuring with his family and not-so-secretly encouraging his two daughters to be strong leaders and citizens of the world.

In the last five years, Ian's relevant project experience includes client consulting and project management for:

- Community Priority Surveys and Focus groups; Budget Gap Bulletin Board Research | City of Redmond (WA)
- Greater Portland Metro Area and Clark County Regional Attitudes Survey | I-5 Interstate Bridge Replacement (IBR) Program
- Recycling Education Campaign Survey and Waste Prevention Focus Groups | City of Eugene
- Community Perceptions Survey and Focus Groups | Metropolitan Wastewater Management Commission (Eugene-Springfield)
- Community Priorities and Satisfaction Survey | City of Burien (WA)
- City of Redmond Public Safety Survey | City of Redmond (WA)
- City of Redmond Community Priority Surveys | City of Redmond (WA)
- University Place Police Plan Survey | City of University Place (WA)
- Pierce Transit Community Survey | Pierce County (WA)

### **Brian Vines, Senior Director**

Brian Vines is a Senior Director in EMC's Seattle office. He manages public opinion research projects and oversees the phases required to complete them, including questionnaire, methodology and sample design, data collection, analysis, reporting and consulting.

Since joining EMC as an intern in 2008, Brian has enjoyed the challenge of learning and implementing new methodologies and has managed hundreds of studies across a broad mix of topic areas including community and customer satisfaction and priorities, branding, transportation, public priority research and political campaigns.

His experience includes numerous forms of quantitative and qualitative research methodologies including online, phone and mail surveys, ongoing research panels, focus groups, in-depth interviewing projects, and mode split surveys. Brian is a RIVA trained focus group moderator.

Brian graduated a Bachelor of Arts degree from Western Washington University in Business Administration in 2008, with majors in Marketing and Operations Management.

In the last five years, Brian's relevant project experience includes client consulting and project management for:

- Biennial Kirkland Community Satisfaction and Priorities Surveys | City of Kirkland (WA)
- Ongoing Multimodal Address-Based Sampling (ABS) Rider and Non-Rider Surveys | King County Metro (WA)
- Biennial Parks Usage and Seattle Parks & Recreation 2021 Residents Surveys | Seattle Parks & Recreation (WA)
- Kirkland Resident and Worksite Commuter Mode Split Survey | City of Kirkland (WA)
- Biennial Downtown Commuter Mode Split Surveys | Commute Seattle (WA)
- Community Priorities ABS Surveys | City of Shoreline (WA)
- Community Priorities and Satisfaction Survey | City of Burien (WA)
- Pierce Transit Community Survey | Pierce County (WA)

### *Ayse Toksoz, Senior Director*

Ayse joined EMC Research's Seattle office in 2017 upon leaving academia. As a Senior Director, Ayse manages qualitative and quantitative projects, and is involved at all levels of the research process, from design to data collection to analysis. Her natural curiosity drives her to engage with each of her projects with commitment, and to strive to deliver high-quality research to her public agency, non-profit, and campaign clients.

Prior to joining EMC Research, she worked on various academic projects on topics ranging from urban segregation to turn-of-the-century migration movements in Europe, alongside her specialization in reproductive justice.

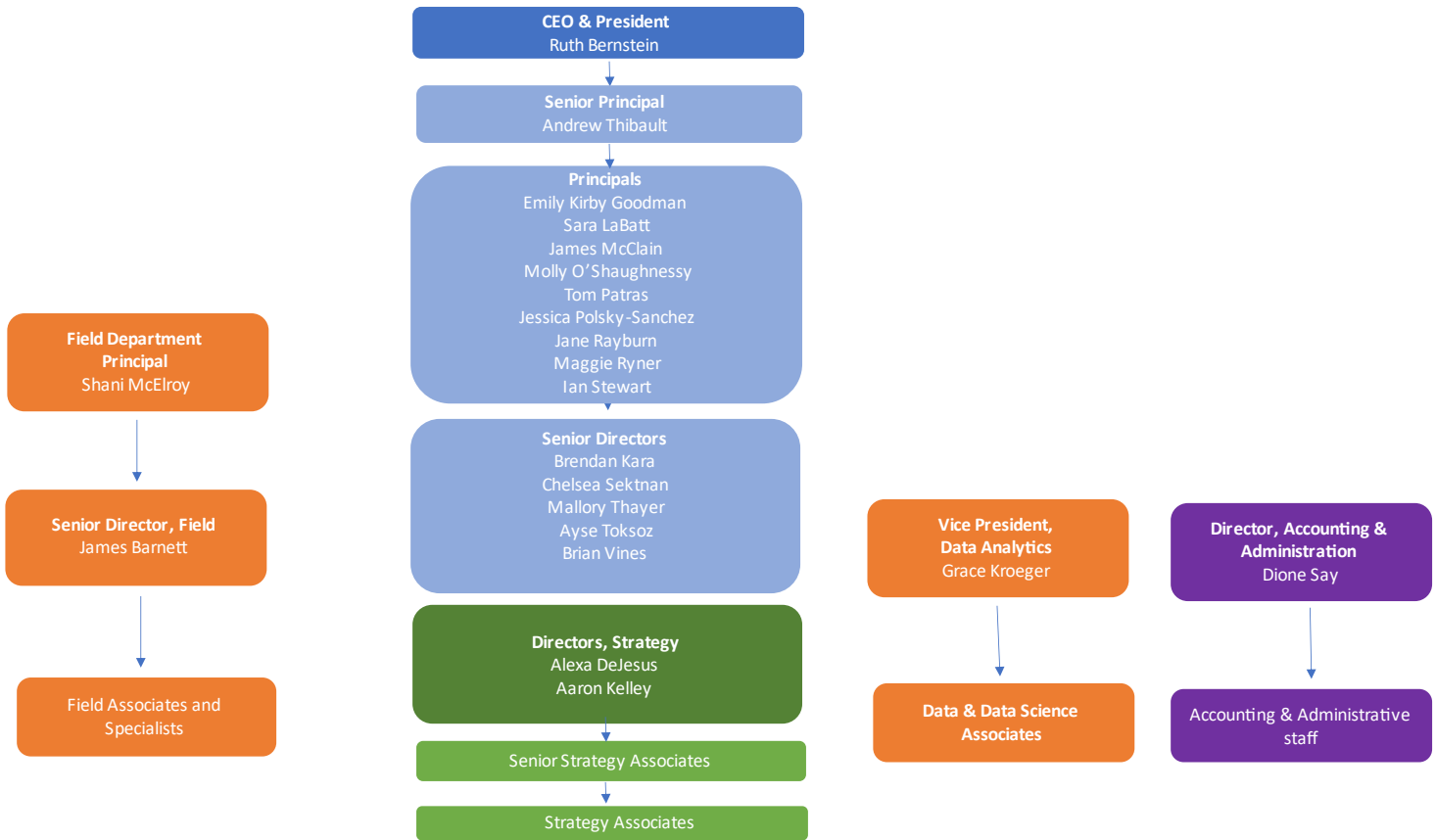
Ayse holds a PhD in Sociology from University of Washington, Seattle.

In the last five years, Ayse's relevant project experience includes client consulting and project management for:

- Community Priority Surveys and Focus groups; Budget Gap Bulletin Board Research | City of Redmond (WA)
- King County Solid Waste RE+ Program Survey, Focus Groups and IDIs | King County Solid Waste Division (WA)
- County Parks Visitor Profile Surveys | Santa Clara County Department of Parks & Recreation (CA)
- Recycling Education Campaign Survey and Focus Groups | City of Eugene
- Biennial Customer and Resident Surveys | San Jose Environmental Services Department (CA)
- Seattle Parks District Measure | Seattle Parks Foundation (WA)
- Community Surveys | East Bay Regional Park District (CA)

## Organizational Chart

Below is the organizational chart for EMC Research, including all lead consultant staff at the company.



## Recent Similar Experience

We frequently contract with public agencies on a variety of projects, including a range of methodologies. These projects have ranged from ad hoc work to extensive annual contracts covering various research supporting strategic planning. We strive to make this research understandable and usable for internal staff and external stakeholders.

We have learned the unique challenges and requirements of conducting research for public agencies, including presenting politically sensitive opinion research in a public setting, dealing with media inquiries, and meeting open records requirements. Our government and public agency clients return to EMC Research year after year because of our ability to present research findings in the local political environment, flexibly work with their needs, and handle projects of many sizes, scopes, and levels of complexity.

### Public Agency Clients

Some of our recent public agency clients include:

- *Alameda-Contra Costa Transit District (CA)*
- *California Department of Transportation (Caltrans)*
- *California Department of Public Health (CA)*
- *Castro Valley Sanitary District (CA)*
- *Central Ohio Transit Agency (COTA)*
- *Chico Area Recreation & Park District (CA)*
- *City of Alameda (CA)*
- *City of Bellevue (WA)*
- *City of Burien (WA)*
- *City of Citrus Heights (CA)*
- *City of Davis (CA)*
- *City of Issaquah (WA)*
- *City of Kirkland (WA)*
- *City of Milpitas (CA)*
- *City of Redmond (WA)*
- *City of Renton (WA)*
- *City of Redwood City (CA)*
- *City of Redmond (WA)*
- *City of Riverside (CA)*
- *City of San Diego (CA)*
- *City of San Jose (CA)*
- *City of Seattle (WA)*
- *East Bay Municipal Utility District (CA)*
- *Franklin County Department of Job & Family Services (OH)*
- *Golden Gate Bridge, Highway, & Transportation District (CA)*
- *Green Building Alliance (PA)*
- *King County Metro (WA)*
- *King County Public Libraries (WA)*
- *Los Angeles Metropolitan Transportation Authority (CA)*
- *Los Angeles Unified School District (CA)*
- *Metropolitan Transportation Commission (CA)*
- *Metropolitan Water District of Southern California (CA)*
- *Nebraska Tourism Commission*
- *Oakland Public Library (CA)*
- *Ohio Department of Development*
- *Reno-Sparks Convention & Visitors Authority*
- *San Francisco Department of the Environment (CA)*
- *San Francisco Municipal Transportation Agency (SFMTA) (CA)*
- *San Luis Obispo County Library (CA)*
- *San Mateo County Transit District (SamTrans) / Caltrain (CA)*
- *Santa Clara County (CA)*
- *Santa Clara Valley Medical Center/Health & Hospital System (CA)*
- *Seattle Department of Transportation (WA)*
- *Seattle Parks and Recreation (WA)*
- *Solano County (CA)*
- *Solid Waste Authority of Central Ohio*
- *Sonoma County (CA)*
- *St. Paul Regional Water Services (MN)*
- *The Palo Alto Transportation Management Association (CA)*

EMC is currently on call to conduct research for King County Metro, Pierce Transit, Community Transit, Oregon Metro, and other non-transportation related agencies.



Included in this section is a sampling of EMC's recent and relevant client work:

### ***City of Redmond – Annual Resident Surveys, Parks & Recreation Survey, and Budgeting Priority Research***

Since 2015, EMC has conducted annual resident priority and satisfaction surveys on behalf of the City of Redmond. While the work has been done annually, the methodology has evolved over time from telephone-only to a mixed-mode methodology that includes telephone and online interviewing, in addition to adding a non-representative, self-selecting survey that the City publishes on its website and continues to collect feedback from residents after the random sample survey cycle is completed.

This annual survey gauges resident priorities, satisfaction, and concerns with regards to City services and quality of life in Redmond, as well as tracking the changes in these metrics over time. The research also includes a gap analysis of the perceived importance and performance of several key City services and functions. Through this research, EMC has provided the City of Redmond with key insights into where opportunities for improvement exist with regards to city services and performance.

Starting in the Fall of 2019, EMC has also been conducting qualitative research with Redmond residents and business leaders using in-person and online focus groups and online bulletin boards. This study delves into perceptions, priorities, and experiences with various City functions to help inform the City's budgeting strategy for the coming years.

**Lead Consultant(s):** Ian Stewart, Principal | [ian@emcresearch.com](mailto:ian@emcresearch.com), and Ayse Toksoz, Senior Director | [ayse@emcresearch.com](mailto:ayse@emcresearch.com)

### ***City of Redmond – 2020 Budget Gap Bulletin Board Project***

As part of a broader research agenda designed to help with the City of Redmond's decision making around its budget priorities, EMC conducted qualitative research using online bulletin boards with Redmond residents in the Summer of 2020. With budget cuts looming into the subsequent budget cycles, this study was designed to help the City understand how residents' priorities shifted in this new environment. To that end, participants were recruited by the City through an online posting and represented a mix of gender, age and ethnicity from various Redmond neighborhoods. Over the Online Bulletin Board, a platform allowing for the collection of responses and discussion of topics in a comment thread similar to those on social media sites, participants shared comments and engaged in activities over the span of several days, to express their thoughts, attitudes, and preferences regarding the future of Redmond.

**Lead Consultant(s):** Ian Stewart, Principal | [ian@emcresearch.com](mailto:ian@emcresearch.com), and Ayse Toksoz, Senior Director | [ayse@emcresearch.com](mailto:ayse@emcresearch.com)

### ***City of Kirkland – Biennial Community Surveys***

Since 2012, EMC has been hired by the City of Kirkland to conduct biennial community surveys to assess and track residents' attitudes and opinions about the quality of life in Kirkland, as well as priorities for and satisfaction with city government and its services. The information is used to inform the city's strategic plan. This research helps the City understand respondents' evaluation of Kirkland as a place to live, satisfaction with city governance across a variety of attributes, and an importance and performance analysis of specific city services and functions to identify key improvement opportunities. EMC conducted the most recent iteration of this community research in June 2022.

**Lead Consultant:** Brian Vines, Senior Director | [brian@emcresearch.com](mailto:brian@emcresearch.com)



### *City of Renton – Parks & Recreation Satisfaction and Priorities Surveys*

EMC Research has worked with the City of Renton on two projects related to parks and recreation in the City. First, in 2018, EMC Research conducted a telephone survey examining support for potential funding mechanisms to maintain and expand parks assets.

In the summer of 2019, EMC Research was hired by the City of Renton to conduct a survey of its residents using address-based sampling. The purpose of the survey was to understand current usage, satisfaction, and desired investment priorities for city parks, recreation, and natural areas. Full surveys were mailed to Renton residents with an option to complete it online; online survey also included three language options. The City of Renton used the survey results to strategically guide its priorities and future directions.

**Lead Consultant:** Ian Stewart, Principal | [ian@emcresearch.com](mailto:ian@emcresearch.com)

### *City of Kenmore – Parks & Recreation Surveys and City Budgeting Survey*

EMC Research has worked with the City of Kenmore on several projects over the years.

EMC first worked with the City in 2015 and 2016 as part of Kenmore's community input process leading up to a bond measure for safety and transportation-related investments. EMC conducted two telephone surveys to understand residents' satisfaction with Kenmore's parks and recreation facilities, waterfront access, and pedestrian and bicycle infrastructure, as well as their receptivity to a bond measure. The research demonstrated that safe routes for pedestrians and cyclists and connecting residents with the City's public open space and waterfront were top priorities for voters. In November 2016, the City successfully passed its Proposition 1 Walkways & Waterways Improvements bond measure, the first city bond measure ever on the ballot in the City of Kenmore.

Faced with increasing operating costs and projected budget shortfalls, the City of Kenmore hired EMC in 2019 to conduct research related to the development of its financial sustainability plan. The plan aims to resolve the City's budget gap for 2021-26 while also being attentive to community needs. EMC conducted a mixed-mode telephone and text-to-online survey to understand residents' perceptions of the City's financial situation and its priorities for city services. Results from the community survey were used to inform subsequent stages of the planning process.

**Lead Consultant:** Ian Stewart, Principal | [ian@emcresearch.com](mailto:ian@emcresearch.com)

### *Seattle Parks & Recreation – Resident Usage & Satisfaction Surveys*

EMC Research has partnered with the Seattle Department of Parks and Recreation (SPR) in 2016 and 2019 to conduct multi-modal address-based sampling (ABS) baseline and tracking surveys of Seattle households. The goals of the 2016 survey were to establish a baseline understanding of residents' usage, perceptions and funding priorities for Seattle's Parks and Recreation facilities. The survey gauged how often residents use each type of SPR facility, their key reasons for visiting, and their satisfaction with SPR's facilities overall, and on safety, maintenance, cleanliness, meeting neighborhood needs and responsible tax spending. The survey also helped SPR to better understand residents' priorities for facility improvements and future investments. This survey was repeated in 2019 to better understand how perceptions, usage and priorities have changed over time. SPR plans to use the data to invest in new facilities and programs important to residents.

**Lead Consultant:** Brian Vines, Senior Director | [brian@emcresearch.com](mailto:brian@emcresearch.com)



### City of Burien – 2022 Community Assessment Survey

In the Summer of 2022, EMC Research conducted a multi-modal ABS survey, with supplemental live telephone and email- and text-to-web interviewing, for the City of Burien to understand current satisfaction with City priorities, services, features, and quality of life. Burien is currently using the findings from this research to inform City priorities and communication with residents going forward."

**Lead Consultant(s):** Ian Stewart, Principal | [ian@emcresearch.com](mailto:ian@emcresearch.com), and Brian Vines, Senior Director | [brian@emcresearch.com](mailto:brian@emcresearch.com)

## References

Below is a list of three references, as outlined in the Request for Proposals. EMC is happy to provide additional references upon request.

### City of Redmond

**Contact:** Lisa Maher, Executive Deputy Director  
**Address:** 15670 NE 85th St, Redmond, WA 98073  
**Phone:** 425-556-2427  
**Email:** [lmaher@redmond.gov](mailto:lmaher@redmond.gov)

*\* Please see the project descriptions on the preceding pages.*

### City of Kirkland

**Contact:** James Lopez, Assistant City Manager  
**Address:** 123 5th Ave, Kirkland, WA 98033  
**Phone:** (425) 587-3001  
**Email:** [jlopez@kirklandwa.gov](mailto:jlopez@kirklandwa.gov)

**Contact:** David Wolbrecht, Neighborhood Services Outreach Coordinator  
**Phone:** (425) 587-3011  
**Email:** [dwolbrecht@kirklandwa.gov](mailto:dwolbrecht@kirklandwa.gov)

*\* Please see the project description on the preceding pages.*

### City of Renton

**Contact:** Bob Harrison, Chief Administrative Officer (former); City Manager at the City of Yakima  
**Address:** 129 N 2nd St, Yakima, WA 98901  
**Phone:** (513) 305-3164  
**Email:** [Bob.Harrison@yakimawa.gov](mailto:Bob.Harrison@yakimawa.gov)

*\* Please see the project description on the preceding pages.*

## Annual Community Survey Methodology and Approach

In conducting Redmond's Annual Community Survey, EMC offers two methodological approaches for conducting quantitative research, both of which present us with different trade-offs. Regardless of the methodology chosen, EMC is confident in our ability to collect robust, representative data from residents.

### *Option A (Recommended Option): Mail-Driven Multimodal Web with Phone Option via Address-Based Sampling*

For the City of Redmond Community Survey, EMC recommends conducting the survey using a multi-modal address-based sampling (ABS) approach, fielded primarily as a postcard-to-web survey of residential households in Redmond. Recent advancements in technology and data management by the United States Postal Service have resulted in household coverage rates of nearly 98% of households. The near-ubiquity of its sample frame makes address-based sampling an ideal approach to reach residents who may not be reachable another way (e.g., no home phone/cell only). The survey will also include a live telephone option to ensure hard-to-reach populations with limited web access are captured in the final data. We recommend offering the survey in additional languages, including Chinese, Spanish, and Hindi.

Using a mail-based survey with a randomized statistical ABS sample of residential addresses in Redmond, the survey results will be projectable to the City's wider population. Once EMC completes data collection for the representative survey effort, the City will have the option of distributing a separate, public version of the survey online (e.g. on the City's website, social media, etc.) and by print to allow others to respond to the same questions as participants in the random sample survey. The ABS approach allows for a distinct, statistically representative survey, while opening the survey to the general public after the first phase is completed ensures that more residents' voices are heard. For the purposes of reporting and deliverables, EMC would focus on the statistically representative survey results for its analysis and recommendations.

Depending on the City's specific goals and objectives for the survey, we would plan to invite a random sample of all residential households in Redmond to participate in the survey. For this project, we expect to conduct a minimum target of 400 completed interviews (n) with an average survey length of 15 minutes. Throughout data collection, EMC will monitor the representativeness of respondents compared to the known Census population counts for city sub-geographies, age, gender, ethnicity, household income, homeownership/rent mix, and other key variables and adjust its survey distribution and reminder strategy accordingly.

We would prepare our reminder strategy based on response rates and how the survey performs but would plan to send at least one follow-up reminder by postcard or SMS text to households which have yet to respond after the first week or two. For households with listed numbers available, we would conduct at least one follow-up reminder by phone. We will call these respondents using an automated Interactive Voice Response (IVR) message to remind them about the survey and repeat the instructions for accessing it online.

Traditionally, for our address-based surveys, EMC offered the option to call-in and schedule a time with a live interviewer to take the survey. Yet, over the recent years, as online access became more ubiquitous, we have seen that that the call-in option is rarely used, so we are not including it in our proposal.

A major benefit of this approach is that everyone in the sample gets contacted and has a convenient option to respond, which reduces barriers to participation. Because the survey invitation is mailed out to the physical addresses of all respondents in the sample, with everyone receiving options for

participating online or by telephone, no segment of the population is left out. Those that prefer to take the survey over the phone can do so, and those that are more comfortable with a web survey can respond online.

While address-based sampling is considered the most robust methodology for conducting resident surveys, the data collection window required for this methodology is 6-7 weeks with the additional time required for materials design, printing and mailing logistics, and additional reminders, as needed. EMC would recommend extending the timeline for this methodology option.

### ***Option B (Alternative Option): Multimodal Live Telephone/Email-and Text-to Web via Listed samples***

Alternatively, if timeline constraints prohibit a more comprehensive address-based, mail-driven approach, EMC can conduct the survey using a combination of contact information available that we would obtain from listed voter and non-voter samples and reach out to prospective respondents in multiple ways. This multi-modal approach would combine a mix of live telephone interviewing with email and text invitations to residents to complete the survey online, thereby reaching Redmond residents in their preferred medium. We believe this approach will yield scientifically sound and actionable data and provide a sufficient sample size at a competitive price. The telephone survey portion will be conducted on landlines and cell phones. The overall sample will be demographically and geographically representative of residents in Redmond. Scope-wise, EMC would plan to conduct up to 400 interviews (n) at an average interview length of 15 minutes under Option B.

By employing a mixed-mode methodology where we will conduct interviews both by phone and online, we will maximize sample size and survey reliability within a reasonable budget. As the database of available voter emails becomes increasingly robust, we have been utilizing this approach in other communities and have had great success. We have found that the two modes complement each other well; we are able to obtain data from a broad cross-section of residents because those who may not answer their phone may take the survey online, and those who do not respond to the email survey invitation may take the survey over the phone.

To conduct the online portion of the survey, EMC would pull a list of residents with email addresses from a sample vendor that maintains a robust voter file with email addresses and supplements the email list with commercial lists. We will send an email invitation to respondents which includes a web link to take the survey. We take several steps to ensure that our online voter survey respondents are demographically representative of Redmond's population through targeting reminders via email to harder to reach populations.

### ***Community Survey Approach Considerations***

Each of the approaches described above includes relative benefits and tradeoffs for timeline, cost, and the robustness of sample. Approach Option B, while faster to execute compared to the ABS approach (Option A), involves some trade-offs in terms of the breadth of the sample frame as listed sample coverage is not as comprehensive as an address-based methodology. Because the outbound telephone and email sample may not be as robust or accurate as an address-based sample frame, we would expect fewer interviews (n) to be feasible under this approach. The multi-modal methodology nonetheless presents significant improvements over a telephone-only or web-only interviewing, as it allows us to combine the growing reach and efficiency of online survey methodologies among populations who may not be inclined to answer a phone call, with more traditional telephone interviewing for those who prefer a live interviewer or for whom an email address or cell phone number is not available from commercially available lists. Therefore, it allows us to maximize our sample size and representatives despite relatively more limited coverage.

### Tasks and Timelines

EMC consistently turns around projects in short time frames and with critical strategic analysis. EMC has a solid reputation for capacity to perform under tight deadlines. Our clients know us as flexible and responsive and we regard this reputation as one of our most competitive brand attributes.

EMC makes it a priority to work with our clients, at the beginning of each project, to create a detailed timeline that will be responsive to our clients' needs and deadlines, while remaining flexible to accommodate changing client needs, shifting deadlines, and a fluid public opinion environment.

Below is a tentative timeline for both approaches under Options A and B for the Annual Community Survey. If the City opts for address-based sampling for the approach using address-based sampling (ABS), EMC recommends an extended project timeline to allow for the longer design and data collection period. By comparison, Option B – while less robust with fewer estimated surveys – will take less time to develop and can be comfortably conducted within the timeline established in the RFP.

Task #	Annual Community Survey Estimated Task Schedule	Estimated Task Timeline	
		Option A Multimodal ABS Min. 400n	Option B Live Phone & Web 400n
<b>1</b>	<b>Review refine and develop survey</b>	<b>Nov. – Jan.</b>	<b>Nov. – Dec.</b>
a.	<i>Review draft survey questions developed by City of Redmond</i>	Mid-Nov.	Mid-Nov.
b.	<i>Recommend refinements to survey questions</i>	Late Nov. – Early Dec.	Late Nov. – Early Dec.
c.	<i>Develop survey instrument using “best practices”</i>	Early Dec. – Early Jan.	Early - Mid-Dec.
d.	<i>Meet in-person or virtually with city representative as necessary to develop survey</i>	Mid-Nov. – Early Jan., as needed	Mid-Nov. – Early Jan., as needed
<b>2</b>	<b>Conduct survey</b>	<b>Dec. – Feb.</b>	<b>Dec. – Jan.</b>
e.	<i>Draw representative survey sample within Redmond city limits large enough to provide reliable analysis of subgroups</i>	Mid-Dec.	Mid-Dec.
f.	<i>Conduct survey using a variety of methods as agreed to by the City (to specifically include use of technology such as a web version and cell phone)</i>	Mid-Jan – Mid-Feb	Early – Mid Jan.
<b>3</b>	<b>Prepare report on survey results</b>	<b>Late Feb. – Mid-March</b>	<b>February</b>
g.	Provide a preliminary report with comparisons to previous survey results, where applicable	Late Feb.	Late Jan.
h.	Prepare a final written report of survey results in electronic form. Include a description of survey methodology, an executive summary, and detailed analysis for the overall respondent population and for relevant subgroups	Early – Mid-March	February
i.	Present summary of results to the Redmond City Council	Mid-March	Late Feb.

### Annual Community Survey Pricing

EMC's standard practice is to provide clients with an upfront, not-to-exceed cost for our research projects. We find this allows our clients to better plan their budgets and projects without being surprised by new fees or charges down the road.

For both approach options for the Annual Community Survey, EMC has provided total, all-inclusive project costs for the research services requested. The pricing estimates below cover the full costs of project management, survey development, analysis and reporting, strategy consultation, including all costs relating to data collection, data processing and tabulation, as well as any related subcontracting and vendor costs to complete the research.

Task	Task Pricing	
	Option A Multimodal ABS Min. 400n	Option B Live Phone & Web 400n
<b>Task 1: Review, refine and develop survey</b>	<b>\$12,200</b>	<b>\$10,100</b>
<b>Task 2: Conduct survey</b>	<b>\$29,200</b>	<b>\$28,900</b>
<b>Task 3: Prepare report on survey results</b>	<b>\$9,600</b>	<b>\$9,600</b>
<b>Total Project Cost (Year 1)</b>	<b>\$51,000</b>	<b>\$48,600</b>

### Potential On-Call Research Projects – Hourly Rates

EMC prices its projects using a flat fee – rather than hourly rates – but for the purposes of this proposal, our team's hourly rates per task are shown in the table below:

Role	Hourly Rate
<b>Principal/Senior Principal</b>	<b>\$162.82</b>
<b>Director/Senior Director</b>	<b>\$97.19</b>
<b>Strategy Associate/Senior Strategy Associate</b>	<b>\$66.23</b>
<b>Data Associate/ Senior Data Associate</b>	<b>\$68.66</b>
<b>Field Associate</b>	<b>\$72.78</b>
<b>Accounting</b>	<b>\$72.73</b>

## Example On-Call Research Approaches

In addition to the Annual Community Survey, the City could consider a number of other quantitative and qualitative research projects to serve Redmond's needs. Below are a few descriptions of approaches EMC has done for other municipalities, including Redmond, which the City could consider as it determines its needs for the on-call research contract.

At a glance, these projects can include but are not limited to:

- Resident Focus Groups
- Business Focus Groups
- In-Depth Interviewing (IDI)
- Resident Discussion Boards
- Online Resident Surveys
- Multi-modal Registered Voter Survey
- Business Surveys

In this section, EMC describes its general approaches for these potential research studies, as well as preliminary estimated costs of similar work we have conducted recently. If Redmond opts to pursue any of the following – and as those needs arise – EMC will work with the City to determine the specific scope, methodology, and budget to best suit Redmond's specific research goals. Based on those factors, EMC will plan to work with Redmond to determine specific estimates for the City's on-call projects as requested.

### Focus Groups

EMC often uses focus groups to investigate complex opinions and elicit responses that might not otherwise be available as part of a quantitative research program. The focus group format allows us to analyze the thinking process, emotions, and language participants use while discussing certain topics. We typically design our groups to allow for discussion of what is important to participants relative to the topic at hand, before introducing our own questions, topics, and assumptions into the discussion. Thus, we make sure that we do not miss the latent themes that can be overlooked during quantitative research. Focus group discussions will often lead to unexpected discoveries, attitudes, opinions, and ideas that we may not have previously considered, or may not have been uncovered in the quantitative research.

These qualitative sessions also allow our clients to introduce new products, services, technologies, marketing materials and ideas to respondents to register their feedback. We strive to create focus groups that will allow our clients to concentrate their developmental and marketing efforts on themes that are persuasive and emotionally accessible to the target population.

We provide all services related to the successful execution of your focus group project, including:

- Group design, including who should participate and how the discussion should be structured;
- Participant recruitment, based on identified target population with a mix of demographic and geographic profiles, as appropriate;
- All logistical arrangements, including a facility for hosting the groups and an opportunity for clients to view the groups live;
- Pay incentives and provide a light meal and refreshments for participants;
- Moderation of groups with an EMC Research professionally-trained moderator;
- Video recordings of the groups with live streaming available on request;
- Discussion of key findings and observations immediately following each group; and,
- Report and presentation of results, including application of findings to your strategic needs.

### **Resident Focus Groups**

For focus groups with members of the community, EMC would plan to recruit residents to participate. Each focus group will include six to eight qualified participants, and last approximately 90 minutes. Focus group participants will be provided with a monetary incentive to compensate for their time. A professional focus group moderator will lead the groups, following a discussion guide developed in collaboration with the client and any other consultants involved in the work. The groups will be held online via an online web conferencing platform.

Focus groups are, by nature, qualitative research, and are not projectable over a broader population with any degree of statistical reliability. However, in setting up the group profiles, we will make efforts to recruit group participants that reflect a reasonable representation of a range of residents, to ensure you are hearing from the diversity of voices present in your community.

We recommend conducting no less than two focus groups on a topic, to make sure we have adequate opportunities to hear different discussions and present the opportunity to consider dividing the groups by characteristics that may be correlated to recycling attitudes (such as age, housing type, or urbanicity).

**Example cost estimate based on similar projects (per focus group): \$9,500-\$10,000**

### **Business Focus Groups**

For qualitative research with the business community, EMC will work with the City team to determine the key stakeholders to be included in the research and recruit respondents using City's established contacts. For sampling, EMC may work with the City to recruit from its business license records if that information is available. Otherwise, it will plan to work with one of several trusted commercial sample providers.

EMC will make all the logistical arrangements for the focus groups. Groups will also be video recorded, and those videos can be shared with the client team for viewing at your convenience. EMC will ensure all participants are provided with an incentive for their participation.

The groups will be moderated by a trained, professional moderator on staff at EMC. The moderator will help guide the discussion utilizing the moderator's guide developed in collaboration with the client team. The moderator and other members of the EMC team will be on-hand following the groups to discuss key findings and observations with the client team.

For both resident focus groups and business stakeholder focus groups, EMC will work with Redmond to develop the moderator's guide and adapt it as necessary for different populations and individuals. A recording and transcripts of each focus group/interview will be made available to the City.

**Example cost estimate based on similar projects (per focus group): \$11,000-\$12,000**

### **In-Depth Interviewing (IDIs)**

As a potential alternative to focus groups, in-depth interviews (IDIs) are another option for conducting qualitative research. IDIs are especially useful when involving difficult-to-reach audiences where varying availability and schedule needs are prohibitive to scheduling synchronous discussion sessions that work for everyone. For this approach, EMC would schedule and conduct qualitative discussions with each individual participant to capture their detailed attitudes, beliefs, and behaviors surrounding specific topics. With IDI studies, EMC would generally recommend conducting at least 10 or 20 interviews, with the individual discussions would last for 45 minutes or an hour depending on the topic, audience, and research needs.

In-depth interviewing provides a flexible and insightful means of engaging with specific audiences about their experiences with any variety of subjects, and will enable us to hear, in their own words, how various audiences engage with City services and feel about specific aspects of living in Redmond. Individual interviewing typically is conducted by phone or virtually, following a screening process to recruit panel members to participate in longer, one-on-one conversations with qualified moderators. This approach would provide an equitable means of learning from participants, as individual interviews may be scheduled flexibly around participant commitments, and do not require travel or in-person attendance to participate.

Potential audiences for IDIs include difficult-to-reach participants, including business owners and managers, limited English proficiency speakers, and traditionally marginalized and underrepresented communities.

**Example cost estimate based on similar projects (per IDI): \$500-1,000**

### **Discussion Boards**

An online discussion board works in a similar way to a chat-based focus group and incurs the same advantages as lower costs and overcoming geographic barriers. Additionally, online discussion boards allow longitudinal insights. In a bulletin board environment, moderators can leverage iterative, ongoing feedback to steer the discussion in desirable directions. It is easy to present visual and audio content to participants on an online discussion board to observe their immediate reactions.

On an online discussion board, participants answer questions before seeing other participants' responses and free from peer influence or pressure, which can lead to higher quality input and richer discussions. There is an added element of flexibility to discussion boards as participants can engage with the board when it fits their schedule.

Since an online qualitative discussion board typically lasts for a few days, moderators can leverage iterative, ongoing feedback to steer the discussion in certain desirable directions.

This project would follow a similar approach to the Community Engagement Process research conducted in 2020 to gather citizen input during the City's budget review process.

**Example cost estimate based on similar projects (per discussion group): \$11,000-13,000**

### **Online Resident Surveys**

For a more immediate read on time-sensitive issues facing the City, another option is to conduct an online only survey. Online surveys are quicker and more cost-efficient than a traditional multi-modal survey that includes mail or telephone components. However, a drawback of this approach is it would draw from a non-random convenience sample that is less robust and representative as a survey that utilizes a broader, multi-modal approach. It is inherently not random, as we can only contact residents with a commercially-available cell phone number or email, or those who engage with the City via social media or email lists.

**Example cost estimate based on similar projects (400 interviews @ 15 minutes): \$15,000-25,000**

### **Multi-modal Registered Voter Surveys**

For studies where the City needs to hear from registered voters for City budgeting, funding priorities and viability, EMC could conduct a multi-modal survey of up to 400 registered voters in Redmond using a 15-minute survey instrument. This mixed-mode survey project will be conducted by landline, cell phone, text message-to-web, and email-to-web.

EMC will draft the survey, program for data collection, supervise data collection, provide topline results, produce crosstabs and a PowerPoint report, present results to the project team, and provide ongoing consultation and advice for as long as the research is used.

**Example cost estimate based on similar projects (400 interviews @ 15 minutes): \$35,000-40,000**

### **Business Surveys**

Depending on the number of available business contacts available, EMC could work with Redmond to conduct an online survey of businesses at an average length of 15 minutes using a commercial database, supplied by either the City or one of EMC's trusted sample partners. For these studies, EMC would plan to conduct interviews with someone with a senior role – such as managers or senior HR or accounting personnel – who can speak to the key decision-making factors and issues facing their worksite.

If the City's business license list includes email addresses for most records as well as phone numbers and additional information about each business, EMC recommends using this list and sending email invitations to complete the survey online. An email invitation to complete a web survey is, in our opinion, the most cost-effective way to get a robust quantitative dataset. We also believe that with large swaths of businesses and employees continuing to work remotely, an email invitation is likely the most effective outreach approach for this research, with additional live interviewer-administered telephone surveys for businesses that are most likely to operate on-site. EMC will monitor responses based on available business profile information from the larger lists of businesses available and/or a set of criteria developed in consultation between the City and EMC.

Ultimately, the final number of completed survey interviews will be dependent on the quality and accuracy of the contact information in the list and the responsiveness of local businesses to participate in the study. In general, business lists such as this have been successful in the past, but because the response rate is unknown, we are unable to guarantee a specific number of completed interviews. However, we will employ strategies that we have found to be successful in maximizing the number of responses.

The availability of additional information about the businesses such as number of employees, industry type, street address, annual revenue, and any other characterizations will help EMC develop a data collection plan that aims to collect responses from a representative sample of Redmond businesses. We will assume that together with the City we will be able to establish mutually agreeable criteria to track during data collection.

**Example cost estimate based on similar projects (~50-100 interviews @ 15 minutes): \$30,000-40,000**

## Example Work Plan for On-Call Research Studies

EMC Research's approach to conducting public opinion research projects for the City of Redmond would typically include the following phases:

### *Project Kick-Off*

Our typical first step in any project is a kick-off session to finalize the scope for the project and gather more detailed information about the specific project goals and objectives, and a realistic timeline for the research. In the case of research for this RFP, there may be a general discussion of research approaches that can be used to answer the question at hand. This is also a time for the client team to share any previous research or other background material that may be relevant to this project. EMC is happy to accept any background information that may relate the project or speak with other individuals within or outside the Redmond project team as deemed appropriate for crafting the research approach.

The kick-off meeting is also an opportunity to discuss the specifications of the project, be it a survey sampling methodology or approach to recruiting a specific population for a focus group study.

### *Draft the Sampling Plan and Research Instrument*

After the kick-off meeting, the EMC team will review relevant background information and develop a draft questionnaire or qualitative research instrument for review. If applicable, we will start from previous research that has been conducted on behalf of the City of Redmond. This previous research may also inform development of the sampling plan or recruitment approach.

We expect research instruments to cover a variety of potential topics, which could include testing resident priorities, awareness of and/or satisfaction with the City's policies and services, message testing, usage and habits surrounding travel/transportation, parks and recreation services, or specific City services, testing the interest in new policies and investments, investigating resident satisfaction metrics, and many others.

Calls and meetings will be scheduled and facilitated by EMC to work through the survey editing and revising process. Additional drafts of the instrument(s) will be iterated through feedback and additional conversations convened until everyone is comfortable with the research design. EMC Research will be available for meetings and teleconferences as needed to review the draft research instrument, and the sampling and research methodologies with Redmond. We will also revise the instruments, as appropriate, based upon feedback from the City. We will not begin conducting the research until all sides are satisfied with the instruments and methodology and until the City has approved the instruments. We will provide all draft and final copies of instruments to the project team.

### *Data Collection*

Data collection varies by project type. For a quantitative survey, we will begin the fielding process upon field service placement, questionnaire approval, survey programming and quality control and, if necessary for an on-board intercept, interviewer training. For a qualitative project, there is a recruitment period, where participants are found for the study, that may continue while the study is being conducted for projects like customer diaries or one-on-one interviews, or will conclude before the study is conducted, like for focus groups or bulletin boards.

If interviewer training is necessary, like it is for on-board intercept projects, it will consist of an approximately two-hour long training session, and interviewers will be monitored by EMC staff on their first shift and as needed throughout the project. The survey will be conducted in accordance with the approved sampling plan, including specified hours, routes, languages, and other elements.

As for other data collection, EMC employs numerous quality control methods to ensure that our interviewing, be it quantitative and via telephone or an online instrument, or qualitative and in-person or online, is consistent, of high-quality, and, for quantitative work, produces scientifically-sound results. We achieve this in the following ways:

- Developing sampling and recruitment plans that reflect the population at large and developing an understanding of the research population to set appropriate demographic quotas if needed.
- Ensuring random selection of respondents to achieve a representative sample via replicate dialing (which essentially ensures the survey doesn't fall to the "take all comers" issue that results in skewed data), through dialing windows across different times and days to ensure a variety of people are able to take the survey, and callback strategies.
- Ensuring that cell phone numbers are called at the same proportion they come up in the survey universe, even when it costs more.
- Sending reminders (email, IVR, SMS, and/or postcard) when appropriate with more passive methodologies.
- Working with highly qualified research vendors who meet our stringent quality standards.
- Testing phone and online survey and recruitment instruments prior to launch.
- Sending instructions for phone interviewers and recruiters that includes notes about each project that explain further context, question skip patterns, open-end response criteria, and include pronunciation information for any confusing or local words, places, and names.
- Monitoring telephone interviewing on every project.
- Comparing survey data daily to known population distributions and changing sampling approach if needed.
- Moderating focus groups, one-on-one interviewers, and other qualitative projects with trained, experience, and culturally appropriate moderating staff, or subcontracting out if needed (for example, for a Chinese-speaking focus group).

### Analysis

Upon completion of interviewing and data cleaning, EMC Research staff will conduct analysis. For quantitative surveys, this will consist of an extensive statistical analysis of the data gathered. The key steps in the analysis phase include the following:

- Coding open-ended responses for quantitative analysis;
- Tabulating survey results, and designing and generating cross-tabulations and other statistical tables as needed; and
- Performing in-depth analysis of the data, including:
  - *Analysis of Single Variable Statistics:* The process begins by analyzing the percentage distribution of responses on each question. This is sometimes known as "topline" results. It is the widest view and interpretation of the survey results, and generally shows where overall community perceptions are. In some cases, the issue at hand requires little more than an analysis of these "topline" results. But even in those cases, we employ other methods of analysis to dig deeper into the data.
  - *Variable Modification:* In this step, EMC analysts "compact" survey questions to investigate opinions. Most of the questions we ask provide an intensity of response. But sometimes these intensities do not tell the whole story. How do, for example, different

types of customers (commuters, non-commuters), people of different generations, or geographic regions view the key issues? Many of these questions can be answered in this step.

- *Analysis of Bivariate Frequency Distributions:* Extensive tables of these statistics, also known as cross-tabulation output or crosstabs, are generated for the entire survey by significant demographic and attitudinal variables. These tables are systematically analyzed to determine the relationship between variables. For example: opinion differences between previously defined customer or market segments or between different age groups. We identify differences between these variables to better understand the significant differences in populations. This analysis provides the basis to begin constructing segments of the population and to identify variables for further analysis using multiple regression techniques.
- *Segmentation Profile Construction:* Using the answers to survey questions, particularly those around behaviors and attitudes, we can construct and then analyze mutually exclusive groups that share a set of opinions. This allows us to understand which demographic groups may warrant special outreach and know what messages or information would be compelling to those groups. This analysis is the culmination of our research and is often the main tool our clients use. These groups may already be created for some types of research on behalf of the City of Redmond, but EMC is happy to update them or apply them to analysis.
- *Comparison Surveys:* Where applicable, we will take care to identify the most important differences and similarities in responses from populations over time, comparing current results with tracked data, and adding a temporal component to our analysis.

Our approach to analyzing qualitative research is a bit different, especially since qualitative projects tend to vary more in analysis than quantitative ones, and the analysis often begins as soon as the study starts. Upon completion of a qualitative study (or, in some cases with asynchronous studies, during), EMC will generally execute the following tasks to analyze the data collected:

- During or directly after the study:
  - Take observational notes during the study (interview, focus groups, etc.) to point to further themes to investigate in the data as a whole;
  - Transcribe audio/video to aid in the analysis;
  - If used, tally handouts and other response material.
- First stage of analysis:
  - Investigate common and divergent themes across responses identified during the study and highlight any others that arise afterwards;
  - Perform data reduction and response coding to cut through the “noise” of qualitative data.
- Second stage of analysis:
  - Highlight additional emergent categories;
  - As applicable, perform thematic, content, and narrative analysis.
- Third stage of analysis:
  - Interpret and summarize the data and link it to the research questions;
  - Choose explicative quotes to highlight key points;

- If applicable, highlight future study opportunities to more deeply investigate themes and topics uncovered study.

### **Reporting and Deliverables**

EMC Research will work closely with the project team to develop a survey approach and design that provides answers to key questions and probes for the relevant information as outlined in the RFP. Additionally, EMC will not only develop a survey instrument designed to investigate key issues but more importantly will provide robust, detailed analysis, and reporting which will present the results and information in a manner that is easily understood and can be easily applied to help develop and implement long-range transportation plans and sustainable growth strategies.

The insights, key findings, and recommendations will vary for each project, and EMC focuses on reporting insights that give its clients' internal teams and stakeholders the clearest, most direct path for informing their most critical decisions. Additionally, EMC's comprehensive consulting approach offers both data and experience-driven insights by combining the results observed from the research studies at hand with our existing familiarity with the local transit and public opinion environment which shapes the deeper context underlying the research.

EMC's insights include a variety of deliverables for each project. Following the end of data collection, processing, cleaning and finalization, EMC Research provides "topline" survey results – an initial report showing the survey questionnaire with frequencies for each response item. We then provide a set of full cross-tabulated results, showing the results of each question in the survey among a variety of demographic and geographic subgroups.

Next, we work with our clients to develop a draft and final report of survey results that meets the needs of the project, including an in-person graphical presentation of results, analysis, and recommendations.

Our presentations contain key findings, analysis, and recommendations based on the research and demographic profile data including but not limited to ethnicity, geography, age, homeownership/rentership, etc. Our typical process is to create an extended report with detailed findings, and then work with agency staff to create a condensed version of key findings, appropriate for public release and no longer than 15 minutes.

In analyzing and reporting the results, we provide you with clear, concise analysis and strategic recommendations to meet your goals. Our emphasis is on making the data understandable and usable. We work with you to make sure you get the most out of our research, both internally and externally – data filed in a desk drawer will have no impact.

EMC provides ongoing assistance in developing strategies and techniques based on our research findings. We provide opinion research as a service, not a product, and we will remain available for further consultation and analysis as long as the research is used. This includes additional analysis, memos, conference calls, and presentations as needed. EMC frequently presents unique, tailored versions of its presentations to disparate client and stakeholder teams and is happy to work with the City to refine, improve, and tailor our reporting for various audiences, as needed.

## Staff Availability and Meeting Deadlines

EMC Research confirms that our team is available and includes all of the necessary staff to conduct the annual community survey as outlined above and in the request for proposal. EMC routinely turns around projects in short time frames without compromising quality. EMC has a longstanding reputation for the capacity to perform under tight deadlines. Our clients know us as flexible and responsive, and we regard this reputation as one of our key brand attributes.

Annually, about 80 percent of the firm's projects are with repeat clients, who return to EMC for its proven experience and expertise. They value EMC as a trusted partner who will provide reliable data and actionable insights to inform the critical decisions they need to make. Clients routinely praise EMC's high-quality work, and value its ability to complete work on time and on budget. Most of all, clients appreciate our hands-on approach to ensuring they have the insights and guidance they need, at no extra charge, for the life of the project.

EMC is able sustain an exceptional quality of work for its clients, along with consistency in its on-time and on-budget performance, by instituting several processes and policies to guide its day-to-day operations. The project team is available via email, telephone, web conference and mobile phone for the City of Redmond. EMC holds weekly company-wide staff meetings to share capacity status and dynamically distribute workloads. Additionally, EMC has developed a custom workload management resource program that tracks each staff member's projects and allows us to dynamically review and rebalance workload to ensure each project gets the attention it deserves. This flexibility of contact allows the client and stakeholders full access to its research team.

EMC's system of resource management allows us to give every client and project the staff, time, and expertise needed to meet their goals, even when a project necessitates quick turnaround time or extra staff time. Projects are assigned to Principals, Directors, and Associates based on many factors, including existing relationships, location, specialty, and availability; however, we often bring in other staff members when a particular expertise in methodology or subject matter is called for, or if a project's timeline requires more staff time than the primary team members can provide.

EMC's process for interaction with its internal project team involves constant communication through staff meetings and all project team members receiving all relevant communications (i.e. voice mails and emails). Further, EMC analysts who are not assigned to the project review draft questionnaires for quality control. More importantly, the client is also kept fully abreast of the status of the project, and our timelines build in ample time for client review, comment, edit, and approval of key deliverables, including the questionnaire, report, and presentations.

Before starting a project, EMC Research constructs a project timeline in accordance with your needs. However, timelines often change in survey research because of changing client needs, shifting deadlines, and a fluid public opinion environment. Our experience has made us adept at responding to those changes and we have always met or exceeded timeline expectations.

At EMC Research, we are dedicated to constant improvement and are always seeking new opportunities to innovate with new research methods and new methods of analysis and reporting. We are on the cutting edge of new methodologies to address declining response rates, utilizing email-to-web, web panels, SMS invitations, and address-based-sampling approaches. Our innovative spirit also extends to the tools and measures we take to managing projects, quality control, and analysis and reporting. EMC provides a unique combination of decades of experience paired with the constant innovation needed to solve the challenges that have faced the industry over EMC's last three decades in business.

## Business License

EMC Research, Inc. currently has an active business license in the City of Redmond and understands and agrees to renew its license as a requirement for performing research services for the City.

## Valid Time Period

The terms of this proposal are valid for 90 days following the receipt of this proposal.