

**SULTAN CITY COUNCIL  
AGENDA ITEM COVER SHEET**

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**ITEM NO:** A-3

**DATE:** May 14, 2009

**SUBJECT:** Public Involvement / Community Opinion Survey  
Contract Award

**CONTACT PERSON:** Robert Martin, Community Development Director



**ISSUE:**

Authorize Mayor to sign a contract with EMC Research to provide professional services to conduct a statistically valid survey of community opinions and interests related to future direction of the community and customer satisfaction with city services.

**STAFF RECOMMENDATION:**

Staff recommends that the council adopt a motion to authorize the Mayor to negotiate and sign a contract with EMC Research to provide professional services to conduct a survey of community opinions on land use, future community development, and customer satisfaction. The contract is not to exceed \$17,000.

**SUMMARY:**

The current budget contains a specific line item for the city to undertake a statistically valid survey of community opinions and interests on a range of planning and service-related issues. This effort is a significant kick-off of the activities leading up to the 2011 Comprehensive Plan revision.

Of five responding consulting firms, an interview panel convened by the Mayor has recommended EMC Research of Seattle as the best fit for the needs of the community. If authorized by Council, the Mayor will negotiate and sign a contract with EMC that will engage the firm in development of a questionnaire, statistically-valid random implementation of the questionnaire (between 200 and 300 total), statistical interpretation of the results, and presentation of the results in written and open meeting formats.

The budget line item for this project is \$25,000. The EMC proposal provides alternatives ranging up to \$17,000 based on the number of interviews successfully completed.

**Discussion:**

Selection Process:

The City published a request for proposals (RFP) on March 18, 2009 (**Attachment A**). The city received five responses to the RFP. EMC response includes as (**Attachment B**). Management staff reviewed all proposals and selected two that seemed to be most qualified for the specified project. The two top qualifiers were invited to Sultan for an on-site interview by a panel selected by the Mayor. The panel included a City Council member, a Planning Board member, a Chamber of Commerce member, and two city management staff.

Based on the interview process, the panel unanimously recommended EMC as the most qualified and best fit for the current project.

#### What is a Statistically Valid Survey:

Recognizing the importance of citizen input to the planning program in specific, and the concept of valid responsive governance in general, the Council adopted a \$25,000 line item in the 2009 budget for communication with the community. The specific reason for this allocation and the project that it funds is the Growth Management Act requirement that comprehensive plan efforts be based in a solid program of citizen involvement.

The most fair and useable form of citizen input is a statistically valid survey. A statistically valid survey is made up of the following basic components:

- a questionnaire that can be internally cross-checked for consistency and relationships between questions;
- presentation of the survey to a mathematically prescribed number of randomly selected residents;
- statistical analysis of survey results to discern patterns and minority perspectives within the raw data;
- presentation of the results to decision makers and community groups.

To be statistically valid in our community, the survey should be able to include representation of Spanish-speaking residents. The recommended proposal from EMC includes translation of the survey into Spanish, and presentation of the phone survey by Spanish-speaking interviewers when a selected resident is Spanish-speaking (this service adds approximately \$2000 to the base cost of the project, but staff feels that the investment is appropriate to get a valid result representative of the diversity of the community).

#### Use of Survey Results:

Statistically valid surveys are a solid basis for community-wide planning because they are designed to gather information from a mathematically random sample of the city's population. This prevents a particular perspective or a vocal minority from establishing the base line information used to update the plan and make important policy decisions.

The questionnaire and analysis of the results will result in a much better understanding of the entire community's understanding of planning and land use issues, level of service satisfaction, prioritization of services and expenditures, and future needs, desires, and directions for community services and land use development.

#### Why EMC is recommended:

The five member panel tasked by the Mayor to interview the top two responding firms was unanimous in its support of EMC. The outstanding feature of the EMC proposal was the emphasis on an interactive and professionally assisted effort in development of the questionnaire. EMC stressed that the questionnaire is not an end in itself, but is really a tool to help the questionnaire development group understand what goals it wants to achieve by undertaking the survey, and the role of EMC in focusing the group on understanding what is important to learn from the study.

This was felt to be particularly important to our current situation. If we had a single-focus and easily expressed outcome, "should we put a street bond on the ballot on the coming election" for example, the investment in crafting a questionnaire would be relatively minimal. Our

situation is on the opposite end of the spectrum. We are trying to address a wide range of topics that we don't necessarily know how to define and focus in on. EMC appears best qualified to direct the process of generating a concise questionnaire from a large range of topics. Further, many of the issues are difficult for citizens to understand, but they will have an opinion on them if they are presented with a question that expresses the issue in an understandable way. EMC's emphasis questionnaire design as a tool to achieve a larger goal of informed public policy was well-received by the panel.

EMC has a range of options for conducting the survey that have not been committed to at this time. The variables of person-to-person phone calling, mail-out mail-back, and web-response are available in various combinations to achieve the highest rate of return given the demographics of the community. These variables will be established and specified in the contract prior to the Mayor's signature.

EMC commits that the survey results will not just be delivered in written form, leaving the staff and community to present and interpret their meaning and importance. Their approach and budget proposal includes presentations to the Council, Planning Board, and other community forums that can benefit from their on-site

**FISCAL IMPACT:**

The EMC proposal has a range of options from which the city can choose. The options range as follows:

200 interviews, 12 minutes each, \$11,000

300 interviews, 12 minutes each, \$14,500

200 interviews, 15 minutes each, \$13,000

300 interviews, 15 minutes each, \$17,000

Dropping Spanish interviews would cut \$1,000 from each of the prices.

If successful interviews are more than 200 but less than 300, the actual cost will be pro-rated to the actual interviews.

Decisions on some of the price-dependent variables can best be made after further coordination between the city and EMC.

**RECOMMENDATION:**

Staff recommends that the council authorize the Mayor to negotiate and sign a contract for an amount not to exceed \$17,000 (**Attachment C**). If coordination and negotiation with the contractor determines that some amount less than \$17,000 is appropriate, the contract will be for the lower amount.

**ATTACHMENTS:**

Attachment A: Request for Proposals; March 18, 2009

Attachment B: Contract with EMC Research, For signature once scope of work is finalized

Attachment C: EMC Research Response to RFP; April 13, 2009

**CITY OF SULTAN  
REQUEST FOR PROPOSALS**

**PUBLIC OPINION SURVEY:  
COMPREHENSIVE LAND USE PLAN PUBLIC INPUT PROJECT**

Announcement of Request for Proposals for Professional Services:

The City of Sultan Washington is requesting proposals for professional services to conduct a statistically valid public opinion survey on a range of topics relevant to updating the city's 20-year Growth Management Comprehensive Land Use Plan including certain basic demographic data, and to survey customer satisfaction with various city services.

Services will include:

1. Interaction with city staff and elected/appointed officials to develop an understanding of the City's needs and to explain the survey process.
2. Development of a sampling tool and a statistically valid methodology for administering the tool.
3. Implementation of the survey methodology. As an alternative to the firm producing survey materials, or making survey contacts, the city is capable of producing certain materials, and has access to a base of quality volunteers who may be able to deliver materials or conduct phone interviews according to prepared scripts. Responding firms should consider these options in preparing their proposal.
4. Application of statistical analysis to survey results and development of a report that will be useful to elected and appointed officials and the public in the process of reviewing and amending the Comprehensive Land Use Plan.
5. Potential follow-up meeting with Planning Board/City Council and public to explain and interpret results of project.

Submittal Requirements:

Interested individuals or firms shall submit:

1. A statement of qualifications of the firm
2. A statement of qualifications of individual(s) who will participate in the project and their role in the project
3. A detailed scope-of-work including tasks, suggested methodologies, deliverables, and timelines

ATTACHMENT A

Timelines and General Information:

1. Proposals must be received at Sultan City Hall no later than 5:00 PM, April 10, 2009.
2. Mailed proposals should be sent to: Robert Martin, Director of Community Development, City of Sultan, 319 Main Street, P.O. Box 1199, Sultan, WA 98294-1199.
3. A team will select the top responding firms based on review of the written proposals, and notify selected firms to be invited for a 1-hour on-site presentation at Sultan City Hall.
4. The top firm from the on-site presentation will be notified and asked to negotiate a Professional Services Contract. The City may select another firm if negotiations are not concluded successfully.
5. Firms should feel free to propose their own schedule for the overall project. The main time constraint is to complete survey contacts before the end of the 2008-2009 school year to ensure the highest percentage of residents are in town for the survey. The anticipated date to conduct the survey itself is between May 17 and June 15, 2009.
6. The City reserves the right to reject any and all bids without recourse.

The successful individual or firm shall meet all of the requirements and obligations of the City of Sultan "Professional Services" Agreement, a copy of which may be acquired upon request.

For additional information regarding this request, please contact Robert Martin, Director of Community Development at (360) 793 2231 or [robert.martin@ci.sultan.wa.us](mailto:robert.martin@ci.sultan.wa.us)

**AGREEMENT FOR SERVICES  
BETWEEN THE CITY OF SULTAN AND  
EMC RESEARCH**

THIS AGREEMENT, is made this 15th day of May, 2009, by and between the City of Sultan (hereinafter referred to as "City"), a Washington Municipal Corporation, and EMC Research (hereinafter referred to as "Service Provider"), doing business at 811 First Avenue, Seattle, WA 98104.

WHEREAS, Service Provider is in the business of providing certain services specified herein; and

WHEREAS, the City desires to contract with Service Provider for the provision of conducting a statically valid survey, and Service Provider agrees to contract with the City for same;

NOW, THEREFORE, in consideration of the mutual promises set forth herein, it is agreed by and between the parties as follows:

**TERMS**

1. **Description of Work.** Service Provider shall perform work as described in Attachment A, Scope of Work, which is attached hereto and incorporated herein by this reference, according to the existing standard of care for such services. Service Provider shall not perform any additional services without the expressed permission of the City.
2. **Payment.**
  - A. The City shall pay Service Provider not more than a total of seventeen thousand dollars (\$17,000) for the services described in this Agreement. This is the maximum amount to be paid under this Agreement, and shall not be exceeded without prior written authorization from the City in the form of a negotiated and executed supplemental agreement.
  - B. Service Provider shall submit monthly payment invoices to the City after such services have been performed, and the City shall make payment within four (4) weeks after the submittal of each approved invoice. Such invoice shall detail the hours worked, a description of the tasks performed, and shall separate all charges for clerical work and reimbursable expenses.
  - C. If the City objects to all or any portion of any invoice, it shall so notify Service Provider of the same within five (5) days from the date of receipt and shall pay that portion of the

invoice not in dispute. The parties shall immediately make every effort to settle the disputed portion.

3. **Relationship of Parties.** The parties intend that an independent contractor - client relationship will be created by this Agreement. As Service Provider is customarily engaged in an independently established trade which encompasses the specific service provided to the City hereunder, no agent, employee, representative or subcontractor of Service Provider shall be or shall be deemed to be the employee, agent, representative or subcontractor of the City. None of the benefits provided by the City to its employees, including, but not limited to, compensation, insurance and unemployment insurance, are available from the City to the Service Provider or his employees, agents, representatives or subcontractors. Service Provider will be solely and entirely responsible for his acts and for the acts of Service Provider's agents, employees, representatives and subcontractors during the performance of this Agreement. The City may, during the term of this Agreement, engage other independent contractors to perform the same or similar work that Service Provider performs hereunder.
4. **Project Name.** Public involvement/Community opinion survey
5. **Duration of Work.** Service Provider shall complete the work described in Attachment A on or before December 31, 2009.
6. **Termination.**
  - A. Termination Upon the City's Option. The City shall have the option to terminate this Agreement at any time. Termination shall be effective upon ten (10) days written notice to the Service Provider.
  - B. Termination for Cause. If Service Provider refuses or fails to complete the tasks described in Attachment A, or to complete such work in a manner unsatisfactory to the City, then the City may, by written notice to Service Provider, give notice of its intention to terminate this Agreement. After such notice, Service Provider shall have ten (10) days to cure, to the satisfaction of the City or its representative. If Service Provider fails to cure to the satisfaction of the City, the City shall send Service Provider a written termination letter which shall be effective upon deposit in the United States mail to Service Provider's address as stated below.
  - C. Rights upon Termination. In the event of termination, the City shall only be responsible to pay for all services satisfactorily performed by Service Provider to the effective date of termination, as described in the final invoice to the City. The City Manager shall make the final determination about what services have been satisfactorily performed.

7. **Nondiscrimination.** In the hiring of employees for the performance of work under this Agreement or any subcontract hereunder, Service Provider, its subcontractors or any person acting on behalf of Service Provider shall not, by reason of race, religion, color, sex, marital status, national origin or the presence of any sensory, mental, or physical disability, discriminate against any person who is qualified and available to perform the work to which the employment relates.
8. **Indemnification / Hold Harmless.** The Service Provider shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or in connection with the performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Service Provider and the City, its officers, officials, employees, and volunteers, the Service Provider's liability hereunder shall be only to the extent of the Service Provider's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Service Provider's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

9. **Insurance.** The Service Provider shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Service Provider, their agents, representatives, employees or subcontractors.
  - A. **Minimum Scope of Insurance.** Service Provider shall obtain insurance of the types described below:
    1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
    2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and advertising injury, and liability assumed under an insured contract. The City shall be named as an insured under the Service Provider's Commercial General Liability insurance policy with respect to

the work performed for the City using ISO additional insured endorsement GC 20 10 10 01 and GC 20 37 10 01 or substitute endorsements providing equivalent coverage.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
- B. Minimum Amounts of Insurance. Service Provider shall maintain the following insurance limits:
1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
  2. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate and \$2,000,000 products-completed operations aggregate limit.
- C. Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability and Commercial General Liability insurance:
1. The Service Provider's insurance coverage shall be primary insurance as respect to the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Service Provider's insurance and shall not contribute with it.
  2. The Service Provider's insurance shall be endorsed to state that coverage shall not be cancelled by either party, except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the City.
- D. Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
- E. Verification of Coverage. Service Provider shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Service Provider before commencement of the work.
- F. Subcontractors. Service Provider shall include each subcontractor as insured under its policies or shall furnish separate certifications and endorsements for each subcontractor. All coverage shall be subject to all of the same insurance requirements as stated herein for the Service Provider.

10. **Entire Agreement.** The written provisions and terms of this Agreement, together with all documents attached hereto, shall supersede all prior verbal statements of any officer or other representative of the City, and such statements shall not be effective or be construed as entering into or forming a part of, or altering in any manner whatsoever, this Agreement.
11. **City's Right of Supervision, Limitation of Work Performed by Service Provider.** Even though Service Provider works as an independent contractor in the performance of his duties under this Agreement, the work must meet the approval of the City and be subject to the City's general right of inspection and supervision to secure the satisfactory completion thereof. In the performance of work under this Agreement, Service Provider shall comply with all federal, state and municipal laws, ordinances, rules and regulations that are applicable to Service Provider's business, equipment, and personnel engaged in operations covered by this Agreement or accruing out of the performance of such operations.
12. **Work Performed at Service Provider's Risk.** Service Provider shall be responsible for the safety of its employees, agents and subcontractors in the performance of the work hereunder and shall take all protections reasonably necessary for that purpose. All work shall be done at Service Provider's own risk, and Service Provider shall be responsible for any loss of or damage to materials, tools, or other articles used or held for use in connection with the work.
13. **Ownership of Products and Premises Security.**
  - A. All reports, plans, specifications, data maps, and documents produced by the Service Provider in the performance of services under this Agreement, whether in draft or final form and whether written, computerized, or in other form, shall be the property of the City.
  - B. While working on the City's premises, the Service Provider agrees to observe and support the City's rules and policies relating to maintaining physical security of the City's premises.
14. **Modification.** No waiver, alteration or modification of any of the provisions of this Agreement shall be binding unless in writing and signed by a duly authorized representative of the City and Service Provider.
15. **Assignment.** Any assignment of this Agreement by Service Provider without the written consent of the City shall be void.
16. **Written Notice.** All communications regarding this Agreement shall be sent to the parties at the addresses listed below, unless notified to the contrary. Any written notice hereunder shall become effective as of the date of mailing by registered or certified mail, and shall be deemed sufficiently given if sent to the addressee at the address stated in this Agreement or such other address as may be hereafter specified in writing.

**17. Non-Waiver of Breach.** The failure of the City to insist upon strict performance of any of the covenants and agreements contained herein, or to exercise any option herein conferred in one or more instances shall not be construed to be a waiver or relinquishment of said covenants, agreements or options, and the same shall be and remain in full force and effect.

**18. Resolution of Disputes, Governing Law.** Should any dispute, misunderstanding or conflict arise as to the terms and conditions contained in this Agreement, the matter shall be referred to the City Manager, whose decision shall be final. In the event of any litigation arising out of this Agreement, the prevailing party shall be reimbursed for its reasonable attorney fees from the other party. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

**IN WITNESS WHEREOF,** the parties have executed this Agreement on the day and year above written.

**CITY OF SULTAN**

**SERVICE PROVIDER**

By: \_\_\_\_\_  
Carolyn Eslick, Mayor

By: \_\_\_\_\_  
Title: \_\_\_\_\_  
Taxpayer ID #: \_\_\_\_\_

**CITY CONTACT**

**SERVICE PROVIDER CONTACT**

\_\_\_\_\_  
City of Sultan  
319 Main Street, Suite 200  
Sultan, WA 98294  
Phone: 360-793-2231  
Fax: 360-793-3344

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

**ATTEST/AUTHENTICATED**

By: \_\_\_\_\_  
City Clerk

**APPROVED AS TO FORM**

By: \_\_\_\_\_  
Office of the City Attorney





MARKET  
& OPINION  
RESEARCH  
SERVICES

811 First Avenue  
Suite 451  
Seattle, WA 98104  
(206) 652-2454 TEL  
(206) 652-5022 FAX

436 14th Street  
Suite 820  
Oakland, CA 94612  
(510) 844-0680 TEL  
(510) 844-0690 FAX

3857 N. High Street  
Suite 302  
Columbus, OH 43214  
(614) 268-1660 TEL  
**EMCresearch.com**

April 8, 2009

RECEIVED  
APR 13 2009

Dear Mr. Martin,

BY:.....

Enclosed please find our proposal for research services for the Public Opinion Survey for the City of Sultan's land use project. EMC Research (EMC) is a leading public opinion research and strategic consulting firm in Seattle, serving a broad range of public, private, non-profit, and government agency clients. Founded in 1989, EMC's principals have been involved in thousands of public opinion studies, ranging from political and public policy strategy polls to extensive market share and customer satisfaction surveys. EMC provides a powerful synthesis of talent and methodology that consistently exceeds our clients' expectations.

At EMC Research, our goal is not simply to conduct research; but to provide you with actionable recommendations that help you achieve your goals. We believe in delivering clear, straightforward research results, backed up by detailed analysis. Because we're interested in your success, we provide substantial and ongoing consulting for as long as you use our research, and at no extra cost. We pride ourselves on our commitment to be accessible and responsive to every client.

The company that wins this RFP must be prepared to deliver to the City of Sultan three important things for this project to be successful; careful framing of the issues at hand, a precise focus on a research approach that serves the project goal, and the ability to report and explain the results to a diverse audience to provide strategic direction. EMC Research has conducted similar projects for dozens of local agencies, cities, and other entities to provide exactly this expertise and experience.

EMC has the experience, skills, and knowledge to provide the City of Sultan with outstanding research services. If you have any questions regarding EMC Research or our proposal, please feel free to contact me at (206) 652-2454 or by email; Andrew@EMCResearch.com. Thank you again for the opportunity to respond and we look forward to the possibility of working with you.

Sincerely,

Andrew Thibault, Principal, EMC Research Incorporated  
811 First Avenue, Suite 451  
Seattle, WA 98104  
(206) 652-2454

ATTACHMENT C

## STATEMENT OF QUALIFICATIONS: EMC RESEARCH

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EMC is the leading full-service public opinion research firm in the Pacific Northwest. We design research programs that lead to actionable recommendations that help you achieve your goals. We create and execute research projects and then analytically and strategically place the research results in a usable context.

All of our projects are custom-built. This means that for each project, we design the research instrument, select the appropriate sampling plan, ensure data is collected in a statistically valid way, ensure the results are reflective of the target population, write and report on the results, and present an overview of the results to you.

- ❖ As a full-service company, EMC provides:
  - Methodology and sampling plan design
  - Survey development and execution
  - Multi-lingual and translation capacity
  - Supervision and monitoring of the research process
  - Moderation/Facilitation of focus groups
  - Full statistical analysis of data
  - Analysis of findings
  - Full reporting including cross-tabulations and tables
  - Presentation of results in a context that is digestible, we won't leave you with a set of tables and no direction. At the end of the project, you will understand what actions you can take to achieve your goals
  - How you can apply our findings within the department
  - Reasonable ongoing consultation for the life of the project. Whether it is now or years from now, it is your research, we want to ensure you get the most out of it so that you will be sure to return to us for future needs.
  
- ❖ We work with numerous targeted and sometimes hard-to-reach populations like:
  - Non-English speakers
  - Hearing impaired individuals
  - Donors to specific organizations
  - Particular professions or demographics including doctors, business owners, landscapers, homeowners, elected officials, and pregnant women.
  - Users of paratransit
  - Businesses
  - Riders of specific transit routes
  - Residents in a specific neighborhood
  - Immigrant, minority, or other specialized populations

EMC is a member of the Marketing Research Association (MRA) and the American Association for Public Opinion Research (AAPOR), the two leading industry groups for the market research and public opinion industry.

Below is a list of other EMC advantages:

- EMC involves a Principal on every research project. This provides our clients with years of experience managing projects and providing comprehensive strategic advice to help you achieve your goals. Other firms will say they provide this service, but their volume of research suggests that these firms assign junior staff to manage your project.
- EMC's analytical team is available to you for the life of the project. This means that you will not encounter schedule or budget problems, as long as the projects are clearly defined to begin with. Whenever you have a question or need information about the research, we are available to help at no additional cost.
- Actionable Recommendations. We do not simply provide data, but place research results in a usable context. Rather than overwhelm you with 80 page reports and stacks of data, we boil down the key findings and couple them to your goals to give you actionable data in a digestible package.
- EMC employs a full time Field Director. A full time Field Director ensures that the data collection on each and every EMC research project meets our high quality control standards.
- Dynamic On-Call scheduling. 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 our clients' needs. This fully extends to any needs for on-call or "last minute" research which might be needed by our clients.
- EMC offers our clients a single pricing structure. This means that we have accounted for the work we feel is required on the project and price our services accordingly, with a single project price. By providing our clients with all costs up front, we are able to complete projects for exactly what our clients budget.

## STATEMENT OF QUALIFICATIONS: KEY INDIVIDUALS

### **Andrew Thibault**

Andrew Thibault is a Partner of EMC Research and has been with the firm for seventeen years. Andrew has extensive experience in all aspects of opinion research including questionnaire and sample design, testing and fielding of surveys, analysis of research results and implementation of findings. Prior to joining EMC, Andrew was an Analyst for Hamilton & Staff, one of the country's oldest and most respected research firms.

Andrew uses his extensive experience to distill information and give our clients the important insights into their research, and a path to implementing those results. Andrew has designed and directed thousands of research projects, both qualitative and quantitative, including focus groups, one-on-one interviews, intercepts, and internet, mail, fax and telephone surveys for political, corporate, government and non-profit clients.

Andrew has been involved in market research studies, customer and employee satisfaction studies, voter studies for candidates and issues, public policy studies, brand identity research, and advertising development and testing. Andrew is also an experienced focus group moderator.

Mr. Thibault is a graduate of the University of Maryland, where he received a liberal arts degree. He also received a graduate degree from George Washington University's Graduate School of Political Management, where he studied survey research and campaign management with some of the nation's top political and research professionals.

Andrew is a current member of the Market Research Association and the American Association of Public Opinion Researchers.

### **Ian Stewart**

Ian Stewart is Vice President and Senior Analyst in EMC's Seattle office and has been with the firm for nine years. Ian provides full research services to clients including questionnaire and sample design, survey testing and fielding, analysis of research results, focus grouping, and implementation of findings. Ian is a RIVA-trained focus group moderator, and has extensive experience analyzing and interpreting research results.

Ian applies his analytical and strategic skills to give EMC's clients insight into their research. Ongoing and past projects include surveys and focus groups for Washington Dental Service, the Washington State Department of Transportation, the City of Seattle, SDOT, private sector legal research, projects for prominent local public relations agencies, and election polling for campaigns throughout the West.

Before joining EMC, Ian worked in the Seattle External Affairs office of the Atlantic Richfield Company (ARCO). Ian received his BA in Political Science from Western Washington University.

### **Dominick Martin**

Dominick Martin is a Research Analyst with EMC Research. As an analyst, Dominick is involved in many aspects of research projects, including sample design, questionnaire editing, focus group observation, data tabulation, and presentation of results.

Prior to joining EMC Research in early 2008, Dominick worked as a Field Representative for a Democratic Presidential candidate in Las Vegas, Nevada. His many responsibilities in this role included building networks with key activists and officials, recruiting and training volunteers, and identifying voter targets for issue outreach and GOTV efforts.

Dominick also served in the United States Marine Corps, spending time at Camp Pendleton in California, and with Marine Corps Security Forces in Naples, Italy. During his time in the Marine Corps, Dominick worked on a variety of assignments, including the formulation and implementation of strategies during key operations, teaching classes and conducting workshops, and working on a special security project for a N.A.T.O facility.

Dominick has a Bachelor of Arts degree in Political Science from California State University Bakersfield.

### **Shani McElroy**

Shani McElroy is the Field Director for EMC Research. She is responsible for oversight of all EMC Research telephone surveys, focus groups and other public opinion tools for all of EMC Research's client base.

Prior to becoming Field Director, Shani worked as a Research Analyst for EMC Research, where she was involved in every aspect of survey research, including survey and focus group design, determining appropriate sample methodology, analysis of quantitative and qualitative results, and presentation design.

Since joining EMC Research, Shani has worked on projects ranging from growth and transportation issues, to ballot measures and city elections. She is well-versed in all the various forms of research conducted by EMC Research, including developing research methodologies, designing focus groups, writing questionnaires, analyzing data, creating presentations, and writing reports and strategic memos.

Shani has a Bachelor of Arts degree in Political Science and History from the University of California at Berkeley.

## PROJECT SCOPE

### Purpose

This survey research project is commissioned by the City of Sultan to assess customer satisfaction with major city services and to assemble demographic data for the City to use in future decision making. The survey will help the City's ongoing assessment and planning process, and the results will help the City better understand residents' current attitudes and opinions. Ultimately, the information provided by this survey will aid the City in effectively updating its 20-year Growth Management Comprehensive Land Use Plan.

### Methodology, Sample, and Research Approach

Generally, telephone survey samples are generated from voter or zip code lists of thousands of people throughout wide geographic areas (zip codes, counties, etc.). Given that Sultan is a relatively small community, we believe that a more creative approach is necessary to obtain results that are representative and projectable to the entire City population.

According to the U.S. Census, in 2000 the City had a population of 3,344 people and 1,211 households. The 18+ population was 2,302. The most recent estimates we could find show the 2007 population closer to 4,200, which using the same average household size, would put the number of households at roughly 1,500. The 18+ population would be close to 2,900 people.

The current population of registered voters in Sultan is 2,105 or roughly 73% of the total population. Because of the availability of address lists of City residents who are registered to vote, we recommend using a voter list as the primary means of building the sample for this survey.

To ensure that important demographic (race, gender, age and geographic subpopulations) are sampled accurately, we will use publicly available information from the most recent American Community Survey (United States Census). This information will be used to ensure demographic subgroups are accurately sampled at their natural proportions of Sultan's population. Upon selection for this project, EMC will create and forward to the City of Sultan the demographic criteria we will use to execute the sample design. This will also be an opportunity for EMC and the City of Sultan to refine this approach as needed.

Our overall approach will be multi-modal and will include options for completing the survey via phone, mail, and the web. This approach will allow us to secure the broadest participation, ensuring that the results obtained for the City accurately represent the views of its citizens.

The project will be initiated with a mail survey, which will be sent to every registered voter in the City of Sultan. If they choose, respondents can fill out the survey and mail it back in a pre-paid envelope. Additionally, the mail survey will include a phone number and website address where residents will be able to complete the same survey. Should they opt to call the provided phone number, they will be directed to an Interactive Voice Recording (IVR) system which will administer the survey and collect their responses via touch-tone and/or voice recording. Alternatively, if respondents access the provided website, they'll be allowed to complete and submit the survey online. We expect that for the phone survey the average survey length will be 12-15 minutes.

The estimated survey length and sample methodology in our proposal is based on the information in the RFP and our experience with similar projects. It is possible that in the survey drafting process we will discover the survey needs to be longer or shorter than we have proposed, or that the City desires additional interviews to be conducted with the remaining budget. EMC will work with the City's appointed staff and to maximize the sample size and survey length while remaining within the given budget during the drafting process.

For its deliverable tasks on this project, EMC will:

1. Conduct a kickoff session with the City to scope the project and gather more detailed information about the types of questions and data the City is interested in obtaining, and discuss the goals for the project.
2. Deliver a draft questionnaire, and work with the City to finalize the questionnaire
3. Pre-test the survey program and make any necessary refinements.
4. Execute the survey and manage the sampling plan as prescribed, and verify and review the collected data
5. Provide topline results, crosstabs, and perform a statistical analysis.
6. Provide a draft and final report and conduct presentations to key audiences as needed

Our price includes presenting these results as often as is reasonable to groups and individuals as needed and requested by the City. We fully expect that the City will benefit from presentations to their own staff, the Mayor's office, Council offices, and others. We fully expect to present these results to all of these groups, and our proposal includes all of these presentations and any others to the extent it is reasonable.

This proposed schedule can be adjusted as necessary to better meet the needs of the City:

<b>April 22, 2009</b>	Project awarded. EMC contacts key City staff for kickoff meeting
<b>May 1</b>	EMC delivers first survey draft
<b>May 1 - 10</b>	Survey reviewed and edited by City of Sultan and key stakeholders
<b>May 11</b>	Survey approved by the City
<b>May 12 - 14</b>	Survey recorded and tested on IVR phone system; 800-number is activated
<b>May 12 - 14</b>	Web version of the survey programmed and tested; website goes live
<b>May 15</b>	Mail surveys sent to all registered voters in Sultan
<b>May 15 - 31</b>	Survey responses gathered
<b>May 21</b>	Survey reminders sent to all voters who have yet to respond
<b>May 31</b>	Response cut-off date – web survey will remain active
<b>June 1 - June 5</b>	Survey results combined and manually coded by EMC
<b>June 8</b>	Topline survey results given to the City
<b>June 11</b>	Survey crosstabs given to the City
<b>June 19</b>	Draft reports given to the City
<b>June 26</b>	Final report given to the City
<b>As/When Needed</b>	Results presented to the City and other stakeholder groups as identified and as needed

**NOTE:** This is a very aggressive but achievable timeline. Should the questionnaire review and editing process require more time than allocated, we can either shorten the response period or push back the date for topline results.

The following cost options are based on the project specifications outlined in this proposal.

<p><b>Scope of work</b></p>	<ul style="list-style-type: none"> <li>• Work with Client and designates to refine the research methodology and draft the survey instrument;</li> <li>• Pretest the questionnaire for clarity of questions, and revise the questionnaire as necessary;</li> <li>• Prepare, print and mail out the survey with stamped return envelopes to all registered voters ;</li> <li>• Set up and host the survey on a website for respondents to use;</li> <li>• Allow for data collection by telephone from a central telephone bank, supervised by an on-duty supervisor;</li> <li>• Enter data from mail surveys into a data file;</li> <li>• Combine responses from all platforms into a single data file;</li> <li>• Code open-ended responses, if any, for computer analysis;</li> <li>• Perform in-depth analysis of the data;</li> <li>• Tabulate survey results and design and generate cross-tabulations and other statistical tables as needed;</li> <li>• Prepare a visual presentation of the findings, including graphs and tables, a summary of results and key findings, and strategic analysis;</li> <li>• Present results to the Client and key stakeholders as needed to review the results and discuss the applications of findings to future strategy decisions.</li> </ul>																																																								
<p><b>EMC Assignments</b></p>	<p>Andrew Thibault will be the Principal-in-charge. Vice President Ian Stewart will be the Project Manager</p>																																																								
<p><b>Sample Plan and Cost</b></p>	<p>The cost of this project will vary based on the overall response rate and the distribution of responses by mode (mail, web, or phone). Because these variables cannot be known for certain in advance, we have provided projected costs based on various response rates from similar projects. As the project proceeds and responses begin to come in, we will revise these estimates and keep the client updated on costs. It is also possible to set a budget maximum for the research project and close the response period once that maximum has been reached.</p> <table border="1" data-bbox="370 1507 1490 1808"> <tr> <td><b>Surveys mailed</b></td> <td><b>2,100</b></td> <td></td> <td><b>2,100</b></td> <td></td> <td><b>2,100</b></td> <td></td> </tr> <tr> <td><b>Response rate</b></td> <td><b>15%</b></td> <td></td> <td><b>25%</b></td> <td></td> <td><b>35%</b></td> <td></td> </tr> <tr> <td><b>Total Surveys Completed</b></td> <td><b>315</b></td> <td></td> <td><b>525</b></td> <td></td> <td><b>735</b></td> <td></td> </tr> <tr> <td><b>Total Cost</b></td> <td><b>\$ 12,903</b></td> <td></td> <td><b>\$ 16,266</b></td> <td></td> <td><b>\$ 19,628</b></td> <td></td> </tr> <tr> <td>Completed by mail (50%)</td> <td>158</td> <td>\$ 4,389</td> <td>263</td> <td>\$ 4,599</td> <td>368</td> <td>\$ 4,809</td> </tr> <tr> <td>Completed by web (15%)</td> <td>47</td> <td>\$ 2,319</td> <td>79</td> <td>\$ 2,532</td> <td>110</td> <td>\$ 2,744</td> </tr> <tr> <td>Completed by phone (35%)</td> <td>110</td> <td>\$ 4,410</td> <td>184</td> <td>\$ 7,350</td> <td>257</td> <td>\$ 10,290</td> </tr> <tr> <td>Reminder postcards</td> <td>1,785</td> <td>\$ 1,785</td> <td>1,785</td> <td>\$ 1,785</td> <td>1,785</td> <td>\$ 1,785</td> </tr> </table>	<b>Surveys mailed</b>	<b>2,100</b>		<b>2,100</b>		<b>2,100</b>		<b>Response rate</b>	<b>15%</b>		<b>25%</b>		<b>35%</b>		<b>Total Surveys Completed</b>	<b>315</b>		<b>525</b>		<b>735</b>		<b>Total Cost</b>	<b>\$ 12,903</b>		<b>\$ 16,266</b>		<b>\$ 19,628</b>		Completed by mail (50%)	158	\$ 4,389	263	\$ 4,599	368	\$ 4,809	Completed by web (15%)	47	\$ 2,319	79	\$ 2,532	110	\$ 2,744	Completed by phone (35%)	110	\$ 4,410	184	\$ 7,350	257	\$ 10,290	Reminder postcards	1,785	\$ 1,785	1,785	\$ 1,785	1,785	\$ 1,785
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## RELATED EXPERIENCE & REFERENCES

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### **City of Mercer Island Community Center and Budget Surveys (Multiple)**

#### **Community Center**

In 1998, the City of Mercer Island submitted a bond measure to the voters to build a new Community Center to replace an aging facility. The measure was defeated, and the City returned to the drawing board and try again. In 2001, the City embarked on a unique process to investigate the integration of private and public resources for recreation on the Island. Eventually, the project's focus returned to a smaller version of the 1998 proposal, which the Council originally wanted to place on the November 2003 ballot.

The City of Mercer Island hired EMC to conduct an initial focus group on the possibilities of integrating public and private Island recreation facilities. Reactions in the focus group helped lead the City to understand the arduous task in front of them, and that their plans might go far beyond the needs that citizens saw.

The City again hired EMC to conduct a telephone survey on the refined version of the 1998 proposal to gauge citizen support for the plan. The research determined that although a majority of residents supported the community center bond, support was not high enough to make it likely that the bond would reach the required 60%. Ironically, the bond's chances were hurt in part by the fact that most residents felt the City was doing a good job maintaining public facilities and so, they felt that the current community center was an "adequate" facility.

#### **Budget Surveys**

EMC has conducted three citywide budget surveys for Mercer Island dating back to 2004. The purpose of these telephone surveys is to assist the city in understanding voter opinion on City budget priorities, evaluate City performance in a variety of service areas, and construct baseline measurements to track changes in these values over time. Each survey has assisted City staff and leadership in evaluating and improving their performance, and in setting priorities for future budget and program action.

#### **Contact:**

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City of Mercer Island  
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[rich.conrad@mercergov.org](mailto:rich.conrad@mercergov.org)

## **City of Novato** **Updating the General Plan**

In 2009, EMC conducted a survey for the City of Novato, CA to help it set priorities for updating its long-term General Plan. The survey solicited residents' opinions of general development priorities (transportation, affordable housing, parks & recreation, etc.) while also testing their reactions to proposed development projects throughout the community. Respondents were then asked to judge various types of residential and commercial development based on how well they fit with the site areas they were being considered for. Finally, questions were asked to gauge respondents' interest and involvement in City Council affairs and find ways to help the City increase meeting turnout and keep its residents better informed.

**Contact:**

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City of Novato, Planning Division  
(415) 899-8940  
[hgrunt@ci.novato.ca.us](mailto:hgrunt@ci.novato.ca.us)

## **City of Bellevue & The Watershed Company, Bellevue Shoreline Management Plan**

The Watershed Company and the City of Bellevue hired EMC to conduct a citywide telephone survey and a focus group on citizen perceptions and desired direction for the City's Washington State mandated Shoreline plan. The telephone survey was conducted among two different populations; citizens from the City as a whole and shoreline residents, while the focus group was conducted among only shoreline residents. This distinction was made in order to analyze a group of people (shoreline residents) who are likely to have a disproportionate impact on Bellevue's shoreline health.

The focus group and telephone survey was designed to better understand the perceptions of citizens regarding the shoreline, the aggressiveness of regulations, their willingness to support shoreline restoration efforts, and ways to encourage implementation of these changes.

The results from this recently conducted research will help inform the City as it moves forward in designing its programs in public outreach, shoreline restoration program design, and marketing of both efforts.

**Contact:**

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Dan Nickel  
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(425) 822-5242  
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## **Snohomish County**

EMC conducted three focus groups and a telephone survey for Snohomish County on a variety of issues facing County residents. The survey and focus groups investigated citizen satisfaction with County services, what citizens think the County's budget priorities should be, and citizen perception of County taxes. The focus groups were separated by geography, with one each conducted in North, Central, and South Snohomish County. The telephone survey was conducted among all citizens in the County. The research showed that County residents had little knowledge of what the County's budget includes, or whether it is reflective of their own personal priorities.

### **Contact:**

Aaron Reardon, County Executive  
Snohomish County  
(425) 388-3460  
[County.executive@co.snohomish.wa.us](mailto:County.executive@co.snohomish.wa.us)

## **City of Bellingham**

### **Citizen Priorities and Satisfaction Survey**

Beginning in 2004, the City of Bellingham hired EMC Research to conduct a survey among Bellingham, WA residents. The goal of the survey was to take the pulse of residents so that City leadership could better understand how their citizens view City government, its performance, and what its priorities should be. EMC has conducted similar research for communities throughout Washington State and California in an effort to better connect City government with the people they represent. The 2004 survey established a benchmark so the City could evaluate changes in these measurements over time. In 2006, the City hired EMC for a retest of the 2004 material to see what had changed.

The research found that residents' quality of life is good, and that things in the city are heading in the right direction. In both surveys, the City received good marks for most services, and people were generally satisfied with the level of service provided. Concerns over growth and development in the City were noted by a significant proportion of residents as a problem; and the City received low marks for its work planning for growth. On the positive side, citizen support for the taxes they pay to the city was good.

Both surveys gave the City the tools it needed to understand how voters view City priorities, and the ability to find ways the City can improve its performance. It also served as a valuable feedback tool for citizen involvement in the government process.