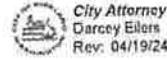




**PROFESSIONAL SERVICES AGREEMENT  
DHM RESEARCH  
2024 Community Survey**



**PSA 6/30/2020**

The City of Kirkland, Washington, a municipal corporation ("City") and **DHM RESEARCH**, whose address is 555 SE Martin Luther King Jr Blvd, Suite 105, Portland, OR., 97214 ("Consultant"), agree and contract as follows.

In consideration of the mutual benefits and conditions set forth below, the parties agree as follows:

**I. SERVICES BY CONSULTANT**

- A. The Consultant agrees to perform the services described in Attachment A to this Agreement, which attachment is incorporated herein by reference.
- B. All services and duties shall be conducted and performed diligently, completely and in accordance with professional standards of conduct and performance.

**II. COMPENSATION**

- A. The total compensation to be paid to Consultant for these services shall not exceed \$76,000, as detailed in Attachment A.
- B. Payment to Consultant by the City in accordance with the payment ceiling specified above shall be the total compensation for all services performed under this Agreement and supporting documents hereto as well as all subcontractors' fees and expenses, supervision, labor, supplies, materials, equipment or the use thereof, reimbursable expenses, and other necessary incidentals.
- C. The Consultant shall be paid on the basis of invoices submitted. Invoicing will be on the basis of percentage complete or on the basis of time, whichever is applicable in accordance with the terms of this Agreement.
- D. The City shall have the right to withhold payment to Consultant for any services not completed in a satisfactory manner until such time as Consultant modifies such services to the satisfaction of the City.
- E. Unless otherwise specified in this Agreement, any payment shall be considered timely if a warrant is mailed or is available within 45 days of the date of actual receipt by the City of an invoice conforming in all respects to the terms of this Agreement.

**III. TERMINATION OF AGREEMENT**

The City or the Consultant may terminate or suspend this Agreement at any time, with or without cause, by giving ten (10) days' notice to the other in writing. In the event of termination, all finished or unfinished reports, or other material prepared by the Consultant pursuant to this Agreement, shall be provided to the City. In the event the City terminates prior to completion without cause, consultant may complete such analyses and records as may be necessary to place its files in order. Consultant shall be entitled to receive just and equitable compensation for any satisfactory services

completed on the project prior to the date of termination, not to exceed the payment ceiling set forth above.

#### **IV. OWNERSHIP OF WORK PRODUCT**

- A. Ownership of the originals of any reports, data, studies, surveys, charts, maps, drawings, specifications, figures, photographs, memoranda, and any other documents which are developed, compiled or produced as a result of this Agreement, whether or not completed, shall be vested in the City. Any reuse of these materials by the City for projects or purposes other than those which fall within the scope of this Agreement or the project to which it relates, without written concurrence by the Consultant will be at the sole risk of the City.
- B. The City acknowledges the Consultant's plans and specifications as instruments of professional service. Nevertheless, the plans and specifications prepared under this Agreement shall become the property of the City upon completion of the services. The City agrees to hold harmless and indemnify consultant against all claims made against Consultant for damage or injury, including defense costs, arising out of any reuse of such plans and specifications by any third party without the written authorization of the Consultant.
- C. Methodology, materials, software, logic, and systems developed under this Agreement are the property of the Consultant and the City, and may be used as either the consultant or the City sees fit, including the right to revise or publish the same without limitation.
- D. The Consultant at such times and in such forms as the City may require, shall furnish to the City such statements, records, reports, data, and information as the City may request pertaining to matters covered by this Agreement. All of the reports, information, data, and other related materials, prepared or assembled by the Consultant under this Agreement and any information relating to personal, medical, and financial data will be treated as confidential only as allowed by Washington State laws regarding disclosure of public information, Chapter 42.56 RCW

The Consultant shall at any time during normal business hours and as often as the City may deem necessary, make available for examination all of its records and data with respect to all matters covered, directly or indirectly, by this Agreement and shall permit the City or its designated authorized representative to audit and inspect other data relating to all matters covered by this Agreement. The City shall receive a copy of all audit reports made by the agency or firm as to the Consultant's activities. The City may, at its discretion, conduct an audit, at its expense, using its own or outside auditors, of the Consultant's activities which relate, directly or indirectly, to the Agreement.

Consultant will provide all original operation and maintenance manuals, along with all warranties, from the manufacturer for any equipment or items installed or supplied to the City as part of this contracted project.

The Consultant shall maintain accounts and records, including personnel, property, financial, and programmatic records, which sufficiently and properly reflect all direct and indirect costs of any nature expended and services performed pursuant to this Agreement. The Consultant shall also maintain such other records as may be deemed necessary by the City to ensure proper accounting of all funds contributed by the City to the performance of this Agreement.

The foregoing records shall be maintained for a period of seven years after termination of this Agreement unless permission to destroy them is granted by the Office of the Archivist in accordance with RCW Chapter 40.14 and by the City.

**V. GENERAL ADMINISTRATION AND MANAGEMENT**

The City Manager's Office for the City of Kirkland shall review and approve the Consultant's invoices to the City under this Agreement, shall have primary responsibility for overseeing and approving services to be performed by the Consultant, and shall coordinate all communications with the Consultant from the City.

**VI. COMPLETION DATE**

The estimated completion date for the Consultant's performance of the services specified in Section I is December 31, 2024 with final invoice submitted by February 28, 2025.

Consultant will diligently proceed with the services contracted for, but consultant shall not be held responsible for delays occasioned by factors beyond its control which could not reasonably have been foreseen at the time of the execution of this Agreement. If such a delay arises, Consultant shall forthwith notify the City.

**VII. SUCCESSORS AND ASSIGNS**

The Consultant shall not assign, transfer, convey, pledge, or otherwise dispose of this Agreement or any part of this Agreement without prior written consent of the City.

**VIII. NONDISCRIMINATION**

Consultant shall, in employment made possible or resulting from this Agreement, ensure that there shall be no unlawful discrimination against any employee or applicant for employment in violation of RCW 49.60.180, as currently written or hereafter amended, or other applicable law prohibiting discrimination, unless based upon a bona fide occupational qualification as provided in RCW 49.60.180 or as otherwise permitted by other applicable law. Further, no person shall be denied or subjected to discrimination in receipt of the benefit of any services or activities made possible by or resulting from this Agreement in violation of RCW 49.60.215 or other applicable law prohibiting discrimination.

**IX. HOLD HARMLESS/INDEMNIFICATION**

To the greatest extent allowed by law the Contractor 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 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 Contractor and the City, its officers, officials, employees, and volunteers, the Contractor's liability hereunder shall be only to the extent of the

Contractor's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Contractor's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purpose 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.

## **X. LIABILITY INSURANCE COVERAGE**

The Consultant 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 Consultant, its agents, representatives, or employees. A failure to obtain and maintain such insurance or to file required certificates and endorsements shall be a material breach of this Agreement.

Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

### **A. Minimum Scope of Insurance**

Consultant shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be as least as broad as 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 as least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO CG 20 26.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
4. Professional Liability insurance appropriate to the Consultant's profession.

### **B. Minimum Amounts of Insurance**

Consultant 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.
3. Professional Liability insurance shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy 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 Consultant's insurance coverage shall be primary insurance as respects the City. Any insurance, self-insurance, or self-insured pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.
2. The Consultant shall provide the City and all Additional Insureds for these services with written notice of any policy cancellation, within two business days of their receipt of such notice.

**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**

Consultant 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 Consultant before commencement of the services.

**F. Failure to Maintain Insurance**

Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of agreement, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.

**G. City Full Availability of Consultant Limits**

If the Consultant maintains higher insurance limits than the minimums shown above, the City shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Consultant, irrespective of whether such limits maintained by the Consultant are greater than those required by this agreement or whether any certificate of insurance furnished to the City evidences limits of liability lower than those maintained by the Consultant.

**XI. COMPLIANCE WITH LAWS/BUSINESS LICENSE**

The Consultant shall comply with all applicable State, Federal, and City laws, ordinances, regulations, and codes. Consultant must obtain a City of Kirkland business license or otherwise comply with Kirkland Municipal Code Chapter 7.02.

**XII. FUTURE SUPPORT**

The City makes no commitment and assumes no obligations for the support of Consultant activities except as set forth in this Agreement.

**XIII. INDEPENDENT CONTRACTOR**

Consultant is and shall be at all times during the term of this Agreement an independent contractor and not an employee of the City. Consultant agrees that he or she is solely responsible for the payment of taxes applicable to the services performed under this Agreement and agrees to comply with all federal, state, and local laws regarding the reporting of taxes, maintenance of insurance and records, and all other requirements and obligations imposed on him or her as a result of his or her status as an independent contractor. Consultant is responsible for providing the office space and clerical support necessary for the performance of services under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance of unemployment compensation programs or otherwise assuming the duties of an employer with respect to the Consultant or any employee of Consultant.

**XIV. EXTENT OF AGREEMENT/MODIFICATION**

This Agreement, together with all attachments and addenda, represents the final and completely integrated Agreement between the parties regarding its subject matter and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended only by written instrument properly signed by both parties.

**XV. ADDITIONAL WORK**

The City may desire to have the Consultant perform work or render services in connection with the project other than provided for by the express intent of this Agreement. Any such work or services shall be considered as additional work, supplemental to this Agreement. This Agreement may be amended only by written instrument properly signed by both parties.

**XVI. NON-ENDORSEMENT**

As a result of the selection of a consultant to supply services to the City, the consultant agrees to make no reference to the City in any literature, promotional material, brochures, sales presentation or the like without the express written consent of the City.

**XVII. NON-COLLUSION**

By signature below, the Consultant acknowledges that the person, firm, association, co-partnership or corporation herein named, has not either directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in the preparation or submission of a proposal to the City for consideration in the award of a contract on the specifications contained in this Agreement.

**XVIII. WAIVER**

Waiver by the City of any breach of any term or condition of this Agreement shall not be construed as a waiver of any other breach.

**XIX. ASSIGNMENT AND SUBCONTRACT**

The Consultant shall not assign or subcontract any portion of the services contemplated by this Agreement without the prior written consent of the City.

**XX. DEBARMENT**

Recipient certifies that it is not suspended, debarred, proposed for debarment, declared ineligible or otherwise excluded from contracting with the federal government, or from receiving contracts paid for with federal funds.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the dates written below:

CONSULTANT: DHM RESEARCH

CITY OF KIRKLAND:

Signature: Michelle Neiss  
Michelle Neiss (Apr 23, 2024 13:06 PDT)

Signature: Julie Underwood  
Julie Underwood (Apr 23, 2024 15:46 PDT)

Printed Name: Michelle Neiss

Printed Name: Julie Underwood

Title: President

Title: Deputy City Manager

Date: Apr 22, 2024

Date: Apr 23, 2024

Attachment A



# City of Kirkland

Job #20-24-CMO

## Community Survey

April 1, 2024

Know More. Do Better.

Prepared by DHM Research  
555 SE MLK Jr Blvd, Suite 105  
Portland, OR 97214

503.220.0575  
[www.dhmresearch.com](http://www.dhmresearch.com)







## Statement of Interest/Understanding

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### DHM Research and the City of Kirkland

DHM Research is pleased to submit this proposal to support the City of Kirkland with the project outlined in solicitation # 20-24-CMO, Community Survey.

We know the importance of research in driving important decisions across the communities we know and love. We recognize that the City of Kirkland is committed to making data-informed decisions to create a thriving community for residents and visitors. We especially understand the importance the City places on community research to drive annual budgetary planning to ensure residents' priorities for their community are heard and actioned.

DHM has extensive experience supporting public agencies to understand the priorities, concerns, and values of the people they serve. We regularly work with local governments in Washington, Oregon, and California and have supported these communities with research about community values, service priorities, taxation, and ballot measures. We assess the public's attitudes, values, and behaviors to inform communications, strategies, and planning efforts. Community priorities research and benchmarking is a core service we provide.

We live and work in communities across the Pacific Northwest and understand the unique challenges faced by communities like the City of Kirkland. Our approach for a project like this is to work collaboratively with City staff to ensure that we deliver results that meet the current needs—in this case, to inform both City Council and staff about current priorities across the city. DHM would handle components of the research process and encourages input from City staff throughout. We are the research experts, and you all are the experts of the community where you live and serve.

We are confident we can support the City in designing and implementing a research program that meets your needs—providing unique analysis and benchmarking while placing the City's research results within the larger sociopolitical context of the region and state.

**Legal name of firm:**

DHM Research, LLC

**Address of principal place of business/ mailing address:**

The Seattle office will have primary responsibility for this project. Our headquarters/ mailing address are in Oregon.  
119 First Ave. S, Suite 460, Seattle, WA 98104  
555 SE MLK Jr. Blvd., Suite 105, Portland, OR 97214

**Phone:**

503-220-0575

**Emails:**

dhm@dhmresearch.com and mmoore@dhmresearch.com

**Primary contact for proposal:**

Megan Moore, Marketing & Business Development Manager

**Primary contact for project:**

Devin Bales, Director of Research



## Description of Qualifications

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### About DHM Research

DHM Research is a trusted, independent, nonpartisan opinion research firm. We are passionate about providing our clients sound, actionable, strategic insights. These insights are backed by high-quality data and over 45 years of experience. Our specialty areas include: community planning & public involvement; ballot measures, taxes, & voting; land use & transportation planning; education reform; natural resources & renewable energy/energy efficiency; organizational image studies; and public health/healthcare.

We approach our research with the mindset that no issue stands alone. Our team draws connections across our wide-ranging specialty areas, allowing us to develop research projects responsive to the community and place our findings within a larger sociopolitical context. We take pride in our innovative research approaches and offer our clients comprehensive and insightful analysis and reporting. Our team is committed to developing and designing new research methodologies and tools that align available resources to desired outcomes, including equity outcomes.

DHM Research uses sound research practices and carefully considered analysis to produce clear, meaningful insights for our clients. Grounded in a commitment to quality and authenticity, we design custom research strategies to meet the specific demands of each project.

DHM Research currently has twelve full-time staff—including eleven with expertise in research methodologies and operations—as well as one part-time admin staff and two strategic counsel staff (owners). DHM has two office locations, one in Portland (headquarters) and one in Seattle. While our teams across both offices may contribute to the success of research projects for the City, our Seattle office will always take the lead on City of Kirkland work.

### EDI Statement

DHM Research believes we have the responsibility as a company and as individuals to help build a more equitable workplace and world. We seek to better understand historical and continued imbalances of power and take care to consider them in our research and our workplace. We pursue ongoing learning to expand our perspectives, aim to develop and conduct more inclusive and equitable research, and do our best to create an inclusive workplace and employ equity-informed hiring practices. DHM is a certified B Corp.

### Project Experience

#### City of Vancouver, Washington - Community Priorities Survey (2022)

Conducted a hybrid survey with City of Vancouver residents to assess their needs and priorities for services provided by the City. This survey will act as a benchmark for future surveys so the City can monitor priorities over time. Results are used to aid the City in setting budget priorities.



#### **City of Salem - Community Priorities Survey (2016-Present)**

Conduct annual community satisfaction surveys with Salem residents to track satisfaction with City services, identify key priorities, weigh opinions related to fairness when it comes to the allocation of services by ward, gauge emergency preparedness, and identify the ways that residents prefer to engage with City leadership and staff. A particular emphasis of the last couple years was equity, with special attention paid to providing the survey in Spanish. The results help to inform City Council policy decisions, allocation of resources, and communications efforts. The surveys have consistently been delivered on time and on budget.

#### **City of Bend--Community Surveys (2013-2022)**

For nearly a decade, DHM Research has conducted biannual surveys for the City of Bend. The purpose of the survey was to assess satisfaction with City services, benchmark attitudes to previous years, and gather feedback on residents' priorities. The research consists of a scientific random selection survey and an online community engagement survey.

#### **Bellevue Chamber of Commerce - King County Election Issues Research (2022)**

DHM surveyed likely voters in King County by phone and online for the Bellevue Chamber of Commerce. The purpose of the survey was to explore sentiments and priorities around public safety in King County ahead of the November 2022 elections. The survey measurements included voter mood, ballot test support, and message testing.

#### **Association of Washington Business - Benchmark and Policy Survey (2023)**

DHM Research conducted a survey of Washington voters on behalf of the Association of Washington Business (AWB) to assess voter opinions about major issues in Washington during the 2023 legislative session.

#### **Seattle City Light - Residential Customer Satisfaction Research (2021-2023)**

DHM designed and conducted the original benchmark survey of residential customers in 2021 to assess satisfaction with public electric utility, identify customer priorities, and measure awareness of energy efficiency and billing assistance programs. *To allow equity-informed subgroup analysis*, the survey included an oversample of low-income customers and customers who identify as people of color. Additionally, we *partnered with three Seattle community-based organizations in 2022 to design, recruit, and conduct six focus groups* in Amharic, Cantonese, Mandarin, and Spanish, resulting in additional recommendations on how the utility can better engage and address the needs of low-income customers who speak a language other than English at home. We are completing a follow-up survey to measure changes in customer satisfaction, priorities, and awareness. The recent survey was also translated into Amharic, Korean, Somali, Spanish, Traditional Chinese, Tagalog, and Vietnamese.

#### **Key Project Personnel**

##### **Devin Bales - Project Lead/Project Manager**

*Director of Research*, combines broad regional policy knowledge with research design and data analysis experience to lead rigorous research projects that provide unique insight and value to clients. He has dedicated his professional life to exploring policy issues central to the region's future, including conducting non-partisan public policy research to help inform decision-makers in the Pacific Northwest. While he has worked for and with organizations across the region, his



focus is Washington. Devin specializes in research and data analysis to inform strategic planning, public policy, and elections; he has extensive experience implementing complex sampling and statistical research methods. His areas of interest include housing, the economy, regional politics, public policy, child welfare, healthcare, education, taxation, and energy. Devin holds a master's in economics from Portland State University and a bachelor's from Willamette University.

**John Horvick - Strategic Advisor**

*Senior Vice President*, has 20 years of experience in public opinion research. John has wedded his passion for community-based politics with his expertise in opinion research. In his mind, public opinion work serves as a powerful tool for answering the question at the center of any democracy: "What kind of community do you want to live in?" He manages complex projects for the firm, is an experienced focus group moderator, and serves as DHM's political commentator.

**Hannah Borenstein - Lead Analyst**

*Research Manager*, is responsible for communicating with clients to identify their goals, designing qualitative and quantitative research that meets their needs, and providing rigorous analysis resulting in actionable strategic insights. She is particularly passionate about data visualization, story-driven analysis, and letting the data speak—qualities which she strives to bring to every project. As a researcher who holds Latina, Jewish, and queer identities, she is passionate about making space for marginalized voices and focusing on culturally responsible research practices. Hannah has a bachelor's in psychology with a double major in Art History and minor in Child and Adolescent Mental Health Studies from New York University.

## Work Plan

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### Research Approach and Work Plan

From the request for proposal, we understand that this is part of an ongoing research effort from the City of Kirkland. Our goal is to replicate the 2022 approach so that results are comparable over time.

### Methodology

Given that, we suggest a hybrid research approach, where respondents are contacted via multiple methods, including phone calls, text messages, and emails. This approach will allow us to reach a representative group of Kirkland residents while still reaching the overall sample size of N=1,000. DHM is also open to discussing oversampling priority groups, and that approach is part of the suggested budget. Additionally, DHM recommends a "community engagement track" where the same survey is offered via City communications so that all community members have a chance to participate. Data from the community engagement survey will be analyzed separately from the statistically valid data and can serve as a comparison group.

Please consider this a starting place. DHM thrives in a collaborative environment where we partner with our clients to explore research options that fit their needs.



### Sample Design

Because some demographic groups tend to participate in research at higher rates—e.g., women more than men, those with college degrees more than those with less education—it is essential to set demographic quotas for any representative survey. We base the quotas on the population profile of the City of Kirkland. DHM would work with City staff and leadership to determine the sample profile and model the quotas appropriately.

### Languages

DHM can translate and administer surveys in multiple languages as needed. However, the cost of additional languages is not included in the cost presented below. Each additional language adds approximately \$2,500 to the cost of research.

### Deliverables Included in Research Cost

- Questionnaire development in consultation with City of Kirkland
- Sample design
- Fielding and data collection
  - Participants contacted by landline, cell phone, SMS message, and email
  - Demographic quotas and final data weighted to match the profile of the target population
- Up to a 15 minute questionnaire
  - The number of questions can vary depending on the type and complexity of the questions
  - Survey lengths include 7-10 questions about demographics
- Responses to two open-ended questions are collected verbatim and coded into similar categories for analysis
- Topline results and crosstables
- Final report in PowerPoint format with key findings and recommendations
- Presentation of findings

### Timeline

April 8 <sup>th</sup>	Official project kickoff
April 24 <sup>th</sup>	Survey instrument approved by City staff
April 29 <sup>th</sup>	Field survey
May 10 <sup>th</sup>	Topline and cross tables delivered
May 28 <sup>th</sup>	Report delivered to City staff point person
May 30 <sup>th</sup>	Findings presentation to City Council

### Project Personnel

#### Key Project Personnel

Devin Bales - Project Lead/Project Manager (est. time on project: 35%, primarily virtual/off-site)

John Horvick - Strategic Advisor (est. time on project: 15%, all virtual/off-site)

Hannah Borenstein - Lead Analyst (est. time on project: 50%, primarily virtual/off-site)



### Additional Staff Resources

In addition to the key staff identified in the proposal, we have a robust team of Research Managers and Research Associates to fill in as needed on projects to ensure the work is always moving forward and is checked for quality and accuracy.

Together with our DHM staff, we have the support of a knowledgeable team of partners. Our subcontracting partners are an extension of the DHM Research team. These partners increase our capacity to adapt nimbly to changes while maintaining high research standards. We have been working with many of them for over a decade. Our philosophy is to develop and maintain relationships that ensure the highest quality product and experience for respondents, interviewers, and staff. We also have a deep bench of trusted partners if projects dictate a change in direction or require a different research approach. Our extensive history of coordinating with our vendors gives us complete confidence in the quality and accuracy of the final research product. Every vendor is subject to an annual review.

While DHM will manage all the research aspects of the project, we do hope to have active and continual collaboration from City personnel to contribute to the success of this project. We will handle all the day-to-day details, and we'd like to have frequent check-ins with City staff to ensure we are meeting the needs of the City Council and the community.

### Project Cost Proposal

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We recognize that as community leaders, you are tasked with being responsible stewards of residents' money and take that responsibility seriously. Our pricing below takes responsible fund management into consideration and is based on our understanding of the project scope. We strive to provide transparent pricing for our clients. As noted in the research work plan, all deliverables are included in the total cost of our research—from the project kickoff meeting to the final presentation of research results to the City's desired audience.

Base Survey Research	\$58,500
Translation	\$7,500
Community Engagement Track	\$10,000
<b>Total Cost</b>	<b>\$76,000</b>

### Examples of Relevant Projects (Report Examples)

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DHM has extensive experience producing reports on behalf of cities intended for both internal and external use. That is, depending on the needs of our client, DHM can produce a report intended to provide insights for both decision makers and to the public. Our research team has presented reports like this one to dozens of City Councils across the Pacific Northwest and would love to do the same for the City of Kirkland.