



**SHORELINE
CITY COUNCIL**

Chris Roberts
Mayor

Shari Winstead
Deputy Mayor

Will Hall

Doris McConnell

Keith A. McGlashan

Jesse Salomon

Keith Scully

May 5, 2016

Tony Perkins, PDC Compliance Officer
Public Disclosure Commission
711 Capitol Way, Room 206
PO Box 40908
Olympia, WA 98504-0908

RE: PDC Case No. 4477

Dear Mr. Perkins:

I write on behalf of the City of Shoreline to respond to your April 21, 2016 notification that the Public Disclosure Commission (PDC) has elected to investigate the complaint of Michelle Earl Hubbard filed on April 14, 2016 and requesting additional information.

Ms. Hubbard's complaint alleges that the City violated RCW 42.17A.555 by conducting a random telephonic citizen survey in April 2016, to collect information so that the City Council could better understand citizen attitudes and priorities towards City funding and investments. For the reasons discussed in more detail below, the complaint lacks legal merit, and should be summarily rejected by the PDC without any further investigation. RCW 42.17A.555(3)'s prohibition against the use of public facilities for the promotion or opposition of a ballot proposition does not apply to the survey for two reasons: (1) there is no ballot proposition; and (2) the survey questions sought information concerning citizen attitudes and did not constitute "promotion" or "opposition." Further, even if a ballot proposition had been pending, conducting surveys is part of the City of Shoreline's "normal and regular conduct" and, therefore, exempt from RCW 42.17A.555(3)'s prohibition upon the use of public facilities.

BACKGROUND

The City of Shoreline was incorporated in 1995 as a result of the citizens' discontent with the low level of services and lack of infrastructure that they were receiving as part of unincorporated King County. It should therefore come as no surprise that from the inception of its incorporation the

City of Shoreline has always maintained a close relationship with its citizens, utilizing a variety of methods to routinely engage and consult with them over the provision of services, programs, and facilities.

For example, since 2002, the City has conducted biannual citizen satisfaction surveys to measure satisfaction with City services, maintenance, public safety, transportation, quality of life, and other areas in Shoreline. The City shares the results with residents through our monthly newsletter and at different community meetings. The City has also conducted surveys specifically asking for residents' opinions and interests as they relate to our parks system and our recreation programs. For the parks surveys and the citizen satisfaction surveys, the City has contracted with outside agencies to ensure the results are statistically valid. Over the last fifteen years the City has conducted fifteen statistically valid surveys, including those questioned by the PDC in this investigation, to measure satisfaction and asking residents' opinions and interests.

In addition to the statistically valid surveys, the City also conducts smaller issue specific surveys using tools such as Survey Monkey. For example, the City has asked for resident feedback on our pavement preservation program and our monthly newsletter.

Upon being contacted by the PDC on April 14, 2016 regarding the above complaint, the City provided additional information regarding the survey along with a cover letter dated April 21, 2016. The PDC responded by email on that same date that it would review the materials to determine whether to open a formal investigation and provided the PDC Interpretation 04-02, *Guidelines for Government Agencies in Election Campaigns* and noted that the Interpretation states "*Agencies shall not conduct surveys to determine what taxation level the public would support,*" and "*Agencies shall not use survey results in a manner designed to support or oppose a candidate or ballot measure.*" The email then recommends that the City of Shoreline "refrain from using the messages tested in its April 2016 survey in the [c]ity's ballot proposition 'fact sheets' or other communications concerning a potential levy renewal measure," and informed the City that it would be determining next steps. On that same date, shortly thereafter, the City received a letter informing the City that the PDC was opening an investigation on the complaint and requesting additional information related to the April 2016 survey. Unrelated to the complaint, the PDC also requested information related to a survey conducted by the City in May of 2012 that related to the City's potential acquisition of Seattle Public Utilities Water System within the City of Shoreline.

ANALYSIS

A. No “Ballot Proposition” Exists.

RCW 42.17A.555 states that no “person appointed to or employed by any public office or agency may use or authorize the use of any of the *facilities of a public office or agency*, directly or indirectly, for . . . the promotion of or opposition to any *ballot proposition*.” (Emphases added).

Both “facilities of a public office or agency” and “ballot proposition” are specifically defined in Chapter 42.17A RCW. “Facilities of a public office or agency” are defined to include, but are not limited to, “use of stationery, postage, machines, and equipment, use of employees of the office or agency during working hours, vehicles, office space, publications of the office or agency, and clientele lists of persons served by the office or agency.” RCW 42.17A.555.

A “ballot proposition,” on the other hand, is defined as “any ‘measure’ as defined by RCW 29A.04.091 . . . proposed to be submitted to the voters of the state or any municipal corporation, political subdivision, or other voting constituency *from and after the time when the proposition has been initially filed with the appropriate election officer of that constituency before its circulation for signatures*.” RCW 42.17A.005(4) (Emphasis added). Pursuant to RCW 29A.04.091, a “measure” “includes any proposition or question submitted to the voters.”

Thus, under the plain language of the statute, a “ballot proposition” for which no “public facilities of a public office or agency” may be used does not exist until “*after the time when the proposition has been initially filed with the appropriate election officer of that constituency. . .*” (Emphasis added). In order for the City of Shoreline to initiate a “ballot proposition” addressing a levy lid lift (one of the topics about which the survey inquired) the City Council is required to adopt an ordinance or resolution under RCW 84.55.050 calling for submission of a levy lid lift ballot proposition to the voters. Thereafter, per RCW 29A.36.071(1), the City Attorney must draft the ballot title and, per RCW 29A.36.080, file it with the King County Auditor (whose functions are performed by the King County Director of Records and Elections). Legally speaking, only after such actions have occurred does a “ballot proposition” – as that term is specifically defined in RCW 42.17A.005(4) – exist.

Here, the City of Shoreline’s survey cannot be construed as the use of “public facilities of a public office or agency” for the purposes of “promotion or opposition to a ballot proposition” for the simple reason that no “ballot

proposition” as defined by the statute existed at the time of the survey. No action has been taken by the Shoreline City Council to authorize submission of a ballot proposition to King County. No action has been taken by the Shoreline City Attorney’s office to draft a ballot proposition, or to submit one to King County. Accordingly, no “ballot proposition” – as the term is defined by RCW 42.17A.005(4) – exists. The complaint must be dismissed for those simple reasons alone.

The City acknowledges the PDC’s *Guidelines for Local Government Agencies in Election Campaigns* and its administrative interpretations as to the use of surveys. However, those guidelines must be read in conjunction with the plain language of the statutes that they purport to interpret. When read in that manner, any interpretation in the *Guidelines* that would prohibit the City’s use of surveys, or the procurement or dissemination of information related to conduct, programs, funding, and facilities of the City, when no ballot proposition exists, would be in direct conflict with the plain language of the statute

While the PDC administers RCW 42.17A, its interpretative advisory guidance can only serve to aid and assist in compliance with RCW 42.17A; it cannot have the effect of law or regulation. *Washington Education Assoc. v. Public Disclosure Commission*, 150 Wn. 2d 612 (2003). With respect to surveys, the PDC’s guidelines provide that scrutiny of whether public facilities were used in violation of RCW 42.17A.555 depends on whether or not the elected legislative body has or has not “passed a resolution” authorizing a measure to be placed on the ballot. While in fact more than a resolution by the City Council is required by RCW 42.17A.555, the PDC’s guidance is nevertheless consistent with the City’s position that there can be no violation here because not even a ballot proposition resolution existed. Because the City Council has not taken any action in accordance with RCW 84.55.050 RCW to submit a levy lid lift ballot proposition to the voters, the survey is not in violation of either the PDC’s guidelines or RCW 42.17A.

The mere possibility that a City may take steps in the future to submit a ballot proposition does not place the survey within the prohibition of RCW 42.17A.555. Any attempt to interpret its guidelines in a manner contrary to the plain language of the statute would be treating the PDC guidelines as a rule or law, which they clearly are not. Additionally, such an interpretation would be in direct conflict with the plain language of RCW 42.17A.

B. The City of Shoreline’s Survey Was Not “Promotion or Opposition.”

Even if a "ballot proposition" existed, which it clearly did not, the City's survey questions also did not constitute "promotion" or "opposition." Neither term is defined in RCW 42.17A, so dictionary definitions may be consulted. "Promotion" is defined by the Cambridge Online Dictionaries as "advertising intended to increase the sales of a product or service." Opposition is defined as "disagreement with something, often by speaking or fighting against it." Both verbs imply active advocacy, either "for" or "against." The City's survey questions were neither. They were questions posed to a random group of citizens, rather than broad-based "advertising" through digital, TV flyers or other media. The survey involved questions, which sought to obtain information about the attitudes and preferences of the persons polled. None of the questions sought to "increase sales," or even to advocate for passage of the ballot proposition, or "speak or fight against" a ballot proposition. As a matter of law, the survey questions simply cannot be construed as "promotion or opposition to a ballot proposition," as those verbs are commonly defined and understood.

Nor does the City agree with the PDC's assertion that survey questions 28-35 of the City's April 2016 survey were improper because they "tested messages of support for a levy renewal" in contravention of the PDC's guidelines which states that "Agencies shall not conduct surveys to determine what taxation level the public would support," and that "Agencies shall not use survey results in a manner designed to support or oppose a candidate or ballot measure." As noted above, any attempt by the PDC to apply these guidelines to pre ballot proposition conduct is beyond the authority of a guideline since the survey questions do not relate to an existing "ballot measure." Moreover, the questions are not "tested messages of support" as the PDC asserts, but simply inform the citizen about the services, programs, and facilities being provided by the City and requests feedback regarding how important those particular services, programs or facilities are to that particular individual. The questions are factual, in no way ask about what level of taxation the citizen would support, and provide information to the City Council on the relative importance to citizens of various service, programs and facilities.

C. The Survey was Normal and Regular Conduct of the City of Shoreline.

Additionally, even if there was a ballot proposition, RCW 42.17A.555(3) provides that its prohibition does not apply to "[a]ctivities which are part of the normal and regular conduct of the office or agency." As explained above, the random survey that is the subject of the complaint is just

one of many surveys that the City regularly conducts. As part of conducting a meaningful survey, the City needs to provide information about the City's programs and facilities, including the costs of those programs and facilities, in order to receive accurate feedback regarding the relative priorities of support for those programs as well as the perceptions and satisfaction of those services, programs and facilities.

The mere fact that the 2016 survey related to programs and facilities currently being provided and funded by the 2010 property tax levy lid lift previously approved by Shoreline voters does not render the survey automatically a promotion or opposition of a ballot measure in contravention of RCW 42.17A.555. The PDC must also look to the normal and regular conduct of the City in order to determine if the conduct exemption applies. As noted above, the normal and regular conduct of the City is to survey citizens to inform citizens and to get feedback and determine attitudes and priorities about basic public safety, parks and recreation, and community services. Because there is no ballot proposition, and because these surveys relate to the regular conduct of the City, there is no way this exploratory survey can be found to be in violation of RCW 42.17A.555.

Additionally, the PDC guidelines specifically recognize that even after a ballot initiative has been filed these types of surveys are allowed, noting that whether a survey is normal and regular conduct is a factually specific question. The survey also allows the City to obtain information regarding how the City is performing its various functions and the communities support for those programs and facilities, which is also allowed under the PDC's guidelines.

D. Conclusion.

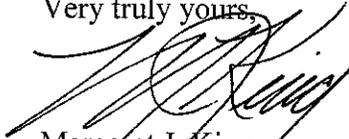
The City of Shoreline firmly believes that its 2016 citizen attitude and priorities survey did not violate RCW 42.17A.555 in any way. The same analysis as set out above applies equally to the May 2012 survey related to the potential acquisition of Seattle Public Utilities Water System in Shoreline.

The City has not sought to have a ballot proposition submitted to the voters and, without a ballot proposition, there can be no violation of RCW 42.17A.555. Additionally, the City has the ability to conduct surveys in order to inform and understand the interests and priorities of its citizens and has done so as a normal and regular part of its business. Finally, nothing in the survey promoted or opposed a ballot proposition in contravention of RCW 42.17A.555.

Mr. Tony Perkins
May 5, 2016
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It is in this context that the City responds below to the questions posed by the PDC in its April 21 letter and attaches hereto any documents requested. Given the foregoing, the City of Shoreline respectfully requests that you determine the complaint to be unfounded, and take no further action. If you would like to discuss this further, please give me a call.

Very truly yours,



Margaret J. King
Shoreline City Attorney

cc: Debbie Tarry, City Manager

APPENDIX A

2016 EMC Research Survey

PDC Question/Request	City Response
Was the April 2016 survey targeted to any subgroup	EMC was retained to perform a telephone (land line and cellular) survey among a random sample of 500 registered voters residing within the City. EMC's use of registered voters' lists is not intended to target registered voters but was utilized because it was the most methodologically sound list for survey purposes. The registered voters list is more dependable, efficient, and cost-effective than using a Random Digital Dial system.
Have the results of the April 2016 been used in any manner	The results have been made available to members of the City Council. The results have not been used by the City in any manner or released to the public.
Staff/Officials working the EMC Research	City Manager Debbie Tarry; Director of Administrative Services Sara Lane; and Communications Program Manager Eric Bratton
Staff/Official authorizing the contract with EMC	City Manager Debbie Tarry executed the contract. A standardized Agreement for Services contract was used for this matter.
Cost of the April 2016 survey	EMC has not yet billed the City. The contracted amount is not to exceed \$22,700.00. The Contract is included as Attachment A.
Written Communications between Shoreline and EMC Research concerning the April 2016 Survey	See Attachment B.

2012 EMC Research Survey – SPU Acquisition

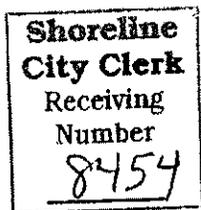
PDC Question/Request	City Response
Was the April 2016 survey targeted to any subgroup	EMC was retained to perform a telephone survey among a random sample of 450-500 registered voters residing within the City. Like the 2016 telephonic survey, EMC's use of registered voters' lists was not intended to target registered voters but was utilized because it is the most methodologically sound list for survey purposes.
Staff/Officials working with EMC Research	Former City Manager Julie Underwood; Current City Manager [acting in her former position as Assistant City Manager] Debbie Tarry; Former Public Works Director Mark Relph; Communications Program Manager Eric Bratton.

Staff/Officials authorizing the contract with EMC	City Manager [acting in her former position] Debbie Tarry executed the contract. A standardized Agreement for Services contract was used for this matter.
Dates survey was conducted	The Survey was conducted between May 9 -17, 2012.
Cost of the 2012 survey	The City paid \$ 19,000.00 for the 2012 Survey. The Contract is included as Attachment C.
Results of 2012 survey	See Attachment D.
Written Communications between Shoreline and EMC Research concerning the 2012 Survey	See Attachment E.
Results provided to outside persons	The results were provided to the SPU Acquisition Citizens Steering Committee, the City Council, and relevant City Staff.

2012 Proposition No. 1 Fact Sheet

PDC Question/Request	City Response
Communications firm outside of City Staff Work on 2012 Proposition No. 1 Mailing	No outside firm prepared the Fact Sheet. The Fact Sheet was written and designed by City Staff.
Staff/Officials writing and designing Fact Sheet	Communications Program Manager, Eric Bratton; Communication Specialist, Tavia Tan; Former City Manager Julie Underwood; Assistant City Manager Debbie Tarry; Former City Attorney Ian Sievers; Communications Program Manager Eric Bratton; Communications Administrative Assistant Tavia Tan.
Staff/Officials authorizing expenditure of mailing costs	Communications Program Manager Eric Bratton
What date(s) did the mailing occur	The 2012 Fact Sheet was mailed between October 15 -17, 2012
What was the cost of the mailing	The City retained the services of Snohomish Publishing to print and mail the 2012 Fact Sheet. The costs of these services were \$1,930.49 for printing and \$3,622.55 for mailing.

ATTACHMENT A
EMC Contract for 2016 Survey



Contract No: 8454
Brief Description: Research and polling services

**CITY OF SHORELINE
AGREEMENT FOR SERVICES**

This Agreement is entered into by and between the City of Shoreline, Washington, a municipal corporation hereinafter referred to as the "CITY," and EMC Research, Inc., hereinafter referred to as the "CONSULTANT."

WHEREAS, the City desires to retain the services of a consultant to conduct polling and research services and

WHEREAS, the City has selected EMC Research, Inc. to perform the above-mentioned services;

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, it is mutually agreed as follows:

1. Scope of Services to be Performed by the Consultant.

The Consultant shall perform the services outlined in Exhibit A. In performing these services, the Consultant shall at all times comply with all federal, state and local statutes, rules and ordinances applicable to the performance of such services. In addition, these services and all duties incidental or necessary therefore, shall be performed diligently and completely and in accordance with professional standards of conduct and performance. All services performed under this Agreement will be conducted solely for the benefit of the City and will not be used for any other purpose without written consent of the City.

2. Compensation.

- A. Services will be paid at the rate set forth in Exhibit A, not to exceed a maximum of \$22,700, including all fees and those reimbursable expenses listed in Exhibit A.
- B. The City shall pay the Consultant for services rendered after receipt of a billing voucher in the form set forth on Exhibit B. **NO PAYMENT WILL BE ISSUED WITHOUT A BILLING VOUCHER.** Payments will be processed within 30 (thirty) days from receipt of billing voucher. The Consultant shall be paid for services rendered but, in no case shall the total amount to be paid exceed the amount(s) noted in the Exhibit(s) and approved by the City. The consultant shall complete and return a W-9 to the City prior to contract execution by the City. No payment will be issued without a Taxpayer Identification Number on file. Mail all billing vouchers to: the attention of the contract manager identified in Section 14, 17500 Midvale Avenue North, Shoreline, Washington 98133-4905.

3. Term.

- A. The term of this Agreement shall commence February 22, 2016 and end at midnight on the 30th day of November, 2016.

4. Termination.

- A. The City reserves the right to terminate this Agreement at any time, with or without cause by giving fourteen (14) days notice to Consultant in writing. In the event of such termination or suspension, all finished or unfinished documents, data, studies, worksheets, models and reports, or other material prepared by the Consultant pursuant to this Agreement shall be submitted to the City.
- B. In the event this Agreement is terminated by the City, the Consultant shall be entitled to payment for all hours worked and reimbursable expenses incurred to the effective date of termination, less all payments previously made. This provision shall not prevent the City from seeking any legal

remedies it may have for the violation or nonperformance of any of the provisions of this Agreement and any such charges due the City shall be deducted from the final payment due the Consultant. No payment shall be made by the City for any expenses incurred or work done following the effective date of termination unless authorized in advance in writing by the City.

- C. The Consultant reserves the right to terminate this Agreement with not less than sixty (60) days written notice, or in the event outstanding invoices are not paid within 30 days.
- D. If the Consultant is unavailable to perform the scope of services, the City may, at its option, cancel this Agreement immediately.

5. Ownership of Documents.

- A. All documents, data, drawings, specifications, software applications and other products or materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the City whether the project for which they are made is executed or not. All such documents, products and materials shall be forwarded to the City at its request and may be used by the City as it sees fit. The City agrees that if the documents, products and materials prepared by the Consultant are used for purposes other than those intended by the Agreement, the City does so at its sole risk and agrees to hold the Consultant harmless for such use.
- B. All or portions of materials, products and documents produced under this Agreement may be used by the Consultant if the City confirms that they are subject to disclosure under the Public Disclosure Act.
- C. The Consultant shall preserve the confidentiality of all City documents and data accessed for use in Consultant's work product. Any requests for City documents and data held by Consultant shall be forwarded to the City which shall be solely responsible for responding to the request.

6. Independent Contractor Relationship.

- A. The consultant is retained by the City only for the purposes and to the extent set forth in this Agreement. The nature of the relationship between the Consultant and the City during the period of the services shall be that of an independent contractor, not employee. The Consultant, not the City, shall have the power to control and direct the details, manner or means of services. Specifically, but not by means of limitation, the Consultant shall have no obligation to work any particular hours or particular schedule, unless otherwise indicated in the Scope of Work where scheduling of attendance or performance is critical to completion, and shall retain the right to designate the means of performing the services covered by this Agreement, and the Consultant shall be entitled to employ other workers at such compensation and on such other conditions as it may deem proper, provided, however, that any contract so made by the Consultant is to be paid by it alone, and that employing such workers, it is acting individually and not as an agent for the City.
- B. The City shall not be responsible for withholding or otherwise deducting federal income tax or Social Security or contributing to the State Industrial Insurance Program, or otherwise assuming the duties of an employer with respect to Consultant or any employee of the Consultant.

7. Hold Harmless.

The Consultant 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 resulting from the negligent, gross negligent and/or intentional acts, errors or omissions of the Consultant, its agents or employees 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 Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant'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.

8. Gifts.

The City's Code of Ethics and Washington State law prohibit City employees from soliciting, accepting, or receiving any gift, gratuity or favor from any person, firm or corporation involved in a contract or transaction. To ensure compliance with the City's Code of Ethics and state law, the Consultant shall not give a gift of any kind to City employees or officials.

9. City of Shoreline Business License.

As mandated by SMC 5.05.030, the Consultant shall obtain a City of Shoreline Business License prior to performing any services and maintain the business license in good standing throughout the term of its agreement with the City.

10. Insurance.

Consultant shall obtain insurance of the types described below during the term of this agreement and extensions or renewals. These policies are to contain, or be endorsed to contain, provisions that

1) Consultant's insurance coverage shall be primary insurance with insurance or insurance pool coverage maintained by the City as excess of the Consultant's insurance (except for professional liability insurance); and 2) Consultant's insurance coverage shall not be cancelled, except after thirty (30) days prior written notice to the City.

A. Professional Liability, Errors or Omissions insurance with limits of liability not less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit shall be provided if services delivered pursuant to their Contract involve or require professional services provided by a licensed professional including but not limited to engineers, architects, accountants, surveyors, and attorneys.

B. Commercial General Liability insurance covering premises, operations, independent contractors' liability and damages for personal injury and property damage with a limit of no less than \$1,000,000 each occurrence and \$2,000,000 general aggregate. The City shall be named as an additional insured on this policy. The Consultant shall submit to the City a copy of the insurance certificate and relevant endorsement(s) as evidence of insurance coverage acceptable to the City.

C. Automobile Liability insurance with combined single limits of liability not less than \$1,000,000 for bodily injury, including personal injury or death and property damage shall be required if delivery of service directly involves Consultant use of motor vehicles.

11. Delays.

Consultant is not responsible for delays caused by factors beyond the Consultant's reasonable control. When such delays beyond the Consultant's reasonable control occur, the City agrees the Consultant is not responsible for damages, nor shall the Consultant be deemed to be in default of the Agreement.

12. Successors and Assigns.

Neither the City nor the Consultant shall assign, transfer or encumber any rights, duties or interests accruing from this Agreement without the written consent of the other.

13. Nondiscrimination.

In hiring or employment made possible or resulting from this Agreement, there shall be no unlawful discrimination against any employee or applicant for employment because of sex, age, race, color, creed, national origin, marital status or the presence of any sensory, mental, or physical handicap, unless based upon a bona fide occupational qualification. This requirement shall apply to but not be limited to the following: employment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. No person shall be denied or subjected to discrimination in receipt or the benefit of any services or activities made possible by or resulting from this Agreement on the grounds of sex, race, color, creed, national origin, age except minimum age and retirement provisions, marital status, or in the presence of any sensory, mental or physical handicap.

14. Notices.

Any notice required under this Agreement will be in writing, addressed to the appropriate party at the address which appears below (as modified in writing from time to time by such party), and given personally, by registered or certified mail, return receipt requested, by facsimile or by a nationally recognized overnight courier service. All notices shall be effective upon the date of receipt.

City Manager
City of Shoreline
17500 Midvale Avenue N
Shoreline, WA 98133-4905
(206) 801-2700

Consultant Name: Andrew Thibault
Name of Firm: EMC Research, Inc.
Address: 720 Third Avenue, Suite 1110
Address: Seattle, WA 98104
Phone Number: (206) 652-2454

15. Governing Law and Venue.

This Agreement shall be construed and enforced in accordance with the laws of the State of Washington. Venue of any suit between the parties arising out of this Agreement shall be King County Superior Court.

16. General Administration and Management.

The City's contract manager shall be (name and title): Eric Bratton, Communications Program Manager.

17. Severability.

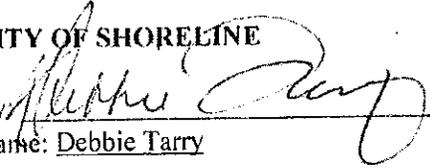
Any provision or part of the Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken and all remaining provisions shall continue to be valid and binding upon the City and the Consultant, who agree that the Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

18. Entire Agreement.

This agreement contains the entire Agreement between the parties hereto and no other agreements, oral or otherwise, regarding the subject matter of this agreement, shall be deemed to exist or bind any of the parties hereto. Either party may request changes in the agreement. Proposed changes which are mutually agreed upon shall be incorporated by written amendment to this agreement.

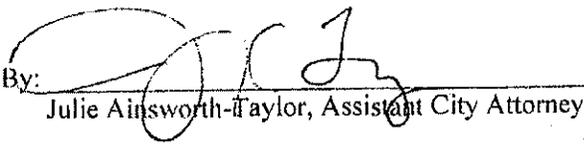
This agreement is executed by

CITY OF SHORELINE

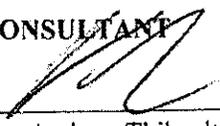
By: 
Name: Debbie Tarry
Title: City Manager

Date: 2/23/16

Approved as to form:

By: 
Julie Ainsworth-Taylor, Assistant City Attorney

CONSULTANT

By: 
Name: Andrew Thibault
Title: Principal

Date: _____

Attachments: Exhibit A (Scope and compensation), B (Billing Voucher)



MARKET
& OPINION
RESEARCH
SERVICES

200 First Avenue
Portland, ME 04101
(206) 251-1111

436 14th Street
Suite 820
Oakland, CA 94612
(510) 444-0580

98 E. River Street
Suite 1221
Portland, ME 04101
(410) 266-1267

510 SW Alder Street
Suite 571
Portland, OR 97205
(503) 444-0580

EMCresearch.com

TO: Eric Bratton, City of Shoreline
FR: Andrew Thibault, Dominick Martin, EMC Research
RE: Scope for Strategic Research Services
DT: February 2, 2016

Description: A telephone survey in the City of Shoreline to understand attitudes and priorities around City funding and investments.

Approach: EMC will conduct a live telephone survey – including landlines and cell phones – among a random sample of registered voters in the City of Shoreline.

Services Included: EMC’s prices are all inclusive. For this project EMC will:

- develop the survey questionnaire in consultation with City Staff
- design and select a valid sample of respondents
- oversee interviewing and data collection
- produce topline results and cross-tabulations
- produce a report and analysis in the form of a PowerPoint presentation
- Present results as needed

Deliverables for this project include draft and final questionnaires; questionnaire with overall results (toplines); crosstabs; PowerPoint report; presentations as requested.

Timeline:	Finalize Questionnaire	March 24 th
	Data Collection	March 28 th – April 5 th
	Topline Results	April 6 th
	Analysis/Report	April 14 th
	Presentations	As needed

Note: This is a tentative schedule and can be adjusted to meet the client’s needs.

Fee: The costs for the research as outlined above are as follows:

Telephone Survey 500 Interviews at 12 minutes in length: **\$22,700**

If you have any questions regarding EMC Research or this Scope of Services, please feel free to contact me, by phone at (206) 204-8031 or by email at Andrew@emcresearch.com, or Dominick Martin, by phone at (206) 204-8033 or by email at Dominick@emcresearch.com.

Sincerely,

Andrew Thibault, Principal
EMC Research Inc.

**EXHIBIT B
CITY OF SHORELINE
BILLING VOUCHER**

17500 Midvale AVE N, Shoreline, WA 98133-4905 ♦ (206) 801-2700 ♦ Fax (206) 546-7870

Contract No. 8454

Firm Name: EMC Research, Inc.

Mailing Address: 720 Third Avenue, Suite 1110, Seattle, WA 98104

Invoice No.: _____	Invoice Date: _____
Amount of Invoice: \$ _____	

Contract Expiration Date: _____ Current Invoice Period: _____

Description of services performed this period, attach a separate sheet if necessary (if applicable, submit a separate voucher for each program which is funded by your City of Shoreline contract):

BUDGET SUMMARY:

Total Contract Amount (including amendments)	\$ _____
Previously Billed	\$ _____
Current Invoice Request	\$ _____
Total Payments Requested to date	\$ _____
Contract Balance Remaining	\$ _____

Payments will be processed within thirty (30) days from receipt of approved billing voucher.

Consultant Signature

<i>For Department Use Only</i>	
Approved for Payment:	
_____	Date: _____
City of Shoreline	

ATTACHMENT B

**City Staff communication with EMC
regarding 2016 Survey**

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Friday, January 15, 2016 2:02 PM
To: Eric Bratton
Subject: RE: City of Shoreline levy polling

Hey Eric!

How about Wednesday or Thursday of next week.

Andrew Thibault

EMC Research

mobile: 206.769.7384

office: 206.204.8031

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Thursday, January 14, 2016 4:47 PM
To: Andrew Thibault <andrew@emcresearch.com>
Subject: City of Shoreline levy polling

Andrew,

In 2010, you help conduct some polling for us regarding a possible levy lid lift ballot measure. Well, that levy expires this year and we are looking to possibly go out for another levy increase in November. We are interested in doing some polling again, most likely March. It would be very similar in design to the polling from 2010. Would you have time to meet with the City Manager, some other staff, and me to discuss this in the next couple of weeks.

Thanks.

Eric Bratton

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Eric Bratton
Sent: Friday, January 15, 2016 3:47 PM
To: Andrew Thibault
Subject: RE: City of Shoreline levy polling

Great! We'll see you then. Just come to the City Manager's office on the 4th floor.
Eric

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Friday, January 15, 2016 3:19 PM
To: Eric Bratton
Subject: RE: City of Shoreline levy polling

I'll see you at 3:00 on Thursday. Thanks.

Andrew Thibault

EMC Research

mobile: 206.769.7384

office: 206.204.8031

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Friday, January 15, 2016 2:22 PM
To: Andrew Thibault <andrew@emcresearch.com>
Subject: RE: City of Shoreline levy polling

Hi Andrew,

Would Thursday 3:00 to 3:30 work? It's short, but that would be right before a levy committee meeting and everyone is available. Otherwise, we could do 9:00 to 10:00 or 11:00 to 12:00 on Thursday, but it would just be a few of us, which is fine.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
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ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Dominick Martin <dominick@emcresearch.com>
Sent: Tuesday, February 02, 2016 1:33 PM
To: Eric Bratton
Subject: RE: EMC Research Scope
Attachments: EMC Scope for City of Shoreline.pdf

Sorry, fixed and attached.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Tuesday, February 02, 2016 1:25 PM
To: Dominick Martin <dominick@emcresearch.com>
Subject: RE: EMC Research Scope

Hey Dominick,

This is for 400 instead of 500.

Thanks.

Eric

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Tuesday, February 02, 2016 1:19 PM
To: Eric Bratton
Cc: Andrew Thibault; Dione Say
Subject: RE: EMC Research Scope

Thanks Eric, revised scope attached.

Dione Say (cc'd) will follow up with you on the contract documents requested.

Thanks

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Tuesday, February 02, 2016 11:42 AM

To: Dominick Martin <dominick@emcresearch.com>

Cc: Andrew Thibault <andrew@emcresearch.com>

Subject: RE: EMC Research Scope

Hi Dominick,

We've decided to go with the 500 interviews at 12 minutes. Could you please draft a new scope with that amount and I will start putting together the contract. For the contract, could you please send me:

- A recent Certificate of Insurance
- W-9 Form (it needs to be the attached one with (Rev. December 2014) in upper left-hand corner)
- Shoreline Business License

Please let me know if you have any questions.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N.| Shoreline, WA 98133
T: 206.801.2217|C: 206.510.6313|F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, January 25, 2016 3:32 PM
To: Eric Bratton
Cc: Andrew Thibault
Subject: EMC Research Scope

Hi Eric, please find attached EMC research scope & cost options. We set the fielding schedule around getting final results by the end of April as discussed, however we can move the timeline up or back as needed.

Also, Eric Wilson's contact information is below:

Eric Wilson

ericwilson206@gmail.com

(206) 890 6281

Please let us know if you have any questions about the scope or need anything else from us.

Thanks

DOMINICK MARTIN|Senior Research Analyst|EMC Research, Inc
p: 206.204.8033

m:206.920.0436

Seattle|Portland|Oakland|Columbus



Eric Bratton

From: Dione Say <dione@emcresearch.com>
Sent: Tuesday, February 02, 2016 1:59 PM
To: Dominick Martin; Eric Bratton
Cc: Andrew Thibault
Subject: RE: EMC Research Scope
Attachments: Evidence only Certificate.pdf; W-9 2016.pdf

Hi Eric,

The W-9 and evidence of insurance are attached. I will forward the Shoreline business license when it is received. We just submitted payment today.

Have a nice afternoon!

Dione Say

EMC Research

Seattle, Oakland, Columbus, Portland

510.550.8928



From: Dominick Martin
Sent: Tuesday, February 02, 2016 3:19 PM
To: Eric Bratton <ebratton@shorelinewa.gov>
Cc: Andrew Thibault <andrew@emcresearch.com>; Dione Say <dione@emcresearch.com>
Subject: RE: EMC Research Scope

Thanks Eric, revised scope attached.

Dione Say (cc'd) will follow up with you on the contract documents requested.

Thanks

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Tuesday, February 02, 2016 11:42 AM

To: Dominick Martin <dominick@emcresearch.com>

Cc: Andrew Thibault <andrew@emcresearch.com>

Subject: RE: EMC Research Scope

Hi Dominick,

We've decided to go with the 500 interviews at 12 minutes. Could you please draft a new scope with that amount and I will start putting together the contract. For the contract, could you please send me:

- A recent Certificate of Insurance
- W-9 Form (it needs to be the attached one with (Rev. December 2014) in upper left-hand corner)
- Shoreline Business License

Please let me know if you have any questions.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N.| Shoreline, WA 98133
T: 206.801.2217|C: 206.510.6313|F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, January 25, 2016 3:32 PM
To: Eric Bratton
Cc: Andrew Thibault
Subject: EMC Research Scope

Hi Eric, please find attached EMC research scope & cost options. We set the fielding schedule around getting final results by the end of April as discussed, however we can move the timeline up or back as needed.

Also, Eric Wilson's contact information is below:

Eric Wilson
ericwilson206@gmail.com
(206) 890 6281

Please let us know if you have any questions about the scope or need anything else from us.

Thanks

DOMINICK MARTIN|Senior Research Analyst|EMC Research, Inc
p: 206.204.8033

m:206.920.0436

Seattle|Portland|Oakland|Columbus



Eric Bratton

From: Dominick Martin <dominick@emcresearch.com>
Sent: Friday, February 05, 2016 2:50 PM
To: Eric Bratton
Cc: Andrew Thibault
Subject: RE: Contract and presentation to Council

Thanks Eric, both Andrew and I are open on April 25th so presenting then should not be a problem.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Friday, February 05, 2016 2:42 PM
To: Andrew Thibault <andrew@emcresearch.com>; Dominick Martin <dominick@emcresearch.com>
Subject: Contract and presentation to Council

The contract is being routed through the City machine. Hopefully I can get it to you next week.

Heads up - we had originally discussed having you present the polling results to the Council on May 9. We needed to move that meeting to April 25. Hopefully one or both of you can make it. Please let me know ASAP if there is a problem with that date.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133

T: 206.801.2217|C: 206.510.6313|F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Dominick Martin <dominick@emcresearch.com>
Sent: Tuesday, March 08, 2016 10:55 AM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Sounds great.

We also passed on your name to Julien Loh and Tim Ceis at CBE Strategic. They have been filling the void for Eric Wilson when he is not available on some other projects with us and have a lot of experience with local tax measures.

Tim Ceis
tim@cbestrategic.com
p: 206.265.1800

Julien C. Loh
julien@cbestrategic.com
p. 206.300.3998

Ceis Bayne East Strategic
1809 Seventh Avenue
Suite 608
Seattle, WA 98101

DOMINICK MARTIN|EMC Research, Inc
p: 206.204.8033
m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Tuesday, March 08, 2016 10:46 AM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Hi Dominick,

I will get that information to you hopefully by the end of the week. We are still debating the rate.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, March 07, 2016 7:35 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Hi Eric, we can start putting together a draft questionnaire. The main items we still need from your team are:

- Package description/summary of what the measure would fund and/or any specific projects
- Rate & length
- Avg. assessed home value in Shoreline

Cost to the average homeowner by Year/Month.

Any specific questions you want to track from the previous survey?

Also, did you end up contacting Eric Wilson or reach out to any other campaign consultants?

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Monday, March 07, 2016 11:05 AM

To: Dominick Martin <dominick@emcresearch.com>; Andrew Thibault <andrew@emcresearch.com>

Subject: City of Shoreline polling

Hi Andrew and Dominick,

I was just looking over the timeline for the polling and realize that the deadline for finalizing the questionnaire is quickly approaching. What is the best way to proceed? Did you want to send us a revised questionnaire from 2010, or would you like us to take a first crack at it? Or should we meet to discuss first?

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
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ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Dominick Martin <dominick@emcresearch.com>
Sent: Friday, March 11, 2016 11:56 AM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Yes, 3/15 Tuesday at 330pm will work.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Friday, March 11, 2016 11:48 AM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Dominick and Andrew,

Would you have time next week for a brief phone call with Debbie to discuss the rate question? We are still debating whether to ask about one rate or two rates like last time. At the moment, Debbie is available:

Monday	11-1:30
Tuesday	After 3:00
Thursday	8-9, 10-11, after 3:30
Friday	11-1

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
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17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, March 07, 2016 7:35 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Hi Eric, we can start putting together a draft questionnaire. The main items we still need from your team are:

- Package description/summary of what the measure would fund and/or any specific projects
- Rate & length
- Avg. assessed home value in Shoreline
- Cost to the average homeowner by Year/Month.

Any specific questions you want to track from the previous survey?

Also, did you end up contacting Eric Wilson or reach out to any other campaign consultants?

DOMINICK MARTIN | EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Monday, March 07, 2016 11:05 AM

To: Dominick Martin <dominick@emcresearch.com>; Andrew Thibault <andrew@emcresearch.com>

Subject: City of Shoreline polling

Hi Andrew and Dominick,

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Eric

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ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Eric Bratton
Sent: Friday, March 11, 2016 1:35 PM
To: Dominick Martin
Subject: Accepted: EMC/Shoreline Survey Discussion

Eric Bratton

From: Dominick Martin <dominick@emcresearch.com>
Sent: Friday, March 11, 2016 1:31 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

We can use the conference number below and I will send an outlook calendar appointment as well.

Please dial into our conference number (206) 452-7307

No pin code needed

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Friday, March 11, 2016 1:03 PM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Great! What number should we call?

Thanks.

Eric

Eric Bratton
Communications Program Manager

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From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Friday, March 11, 2016 11:56 AM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Yes, 3/15 Tuesday at 330pm will work.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033
m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Friday, March 11, 2016 11:48 AM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Dominick and Andrew,

Would you have time next week for a brief phone call with Debbie to discuss the rate question? We are still debating whether to ask about one rate or two rates like last time. At the moment, Debbie is available:

Monday 11-1:30

Tuesday After 3:00
Thursday 8-9, 10-11, after 3:30
Friday 11-1

Thanks.

Eric

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www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, March 07, 2016 7:35 PM
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Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

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- Rate & length
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- Cost to the average homeowner by Year/Month.

Any specific questions you want to track from the previous survey?

Also, did you end up contacting Eric Wilson or reach out to any other campaign consultants?

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Monday, March 07, 2016 11:05 AM

To: Dominick Martin <dominick@emcresearch.com>; Andrew Thibault <andrew@emcresearch.com>

Subject: City of Shoreline polling

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Eric

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ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Dominick Martin <dominick@emcresearch.com>
Sent: Monday, March 28, 2016 3:45 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling
Attachments: 16-5918 Shoreline Qst - 3.docx

Eric, revised draft attached with a few questions in comments section. I think we are close.

We will need final sign off by Wednesday EOD to begin programming and start fielding the survey on 4/4 .

Let me know if you have any questions. Thanks

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [mailto:ebratton@shorelinewa.gov]
Sent: Monday, March 28, 2016 10:15 AM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Hey Dominick,

Checking to see where we are on the draft questionnaire. On the schedule, we were supposed to start collecting data this week. Hopefully we can finalize the questions this week and start collecting next week. Will that be possible?

Thanks.

Eric

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Friday, March 18, 2016 4:45 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Thanks Eric, we will get started on draft questionnaire.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:eb RATTON@shorelinewa.gov>]
Sent: Friday, March 18, 2016 4:12 PM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Dominick,

In answer to your questions below:

- Package description/summary of what the measure would fund and/or any specific projects

The description/summary of what the measure would fund is the same as what was used in 2010, just couched in terms of renewal.
- Rate & length

Reset at \$1.48 and then tied to inflation for 6 years.
- Avg. assessed home value in Shoreline

\$439,100 in 2017
- Cost to the average homeowner by Year/Month.

See below.

No Renewal of the Levy Lid Lift:

Estimated impact to the average homeowner if the Levy Lid Lift is not renewed

Year	Assessed Value	Per \$1,000 (AV/\$1,000)	Levy Rate	City Assessment
2016	\$425,800	\$426 X	\$1.33 =	\$567
2017	\$439,100	\$439 X	\$1.30 =	\$572
2018	\$453,700	\$454 X	\$1.27 =	\$578
2019	\$468,600	\$469 X	\$1.25 =	\$584
2020	\$487,000	\$487 X	\$1.21 =	\$588
2021	\$505,400	\$505 X	\$1.18 =	\$594
2022	\$523,700	\$524 X	\$1.15 =	\$600
Total over 6 Year Period 2017-2022				\$3,516

How much the average homeowner will pay in 2017:

Renewal of the levy lid lift @ \$1.48/\$1,000 AV may result in the average homeowner (with a home valued at \$439,100 in 2017) paying \$78 (\$650 - \$572) more in property taxes to the City in 2017 than the homeowner would pay if the Levy Lid Lift is not renewed. This is an increase of \$6.50 per month.

Estimated impact to the average homeowner if the Levy Lid Lift is renewed in 2017, the levy rate for 2017 is reset to \$1.48, and the levy is allowed to increase by CPI-U.

Year	Assessed Value	Per \$1,000 (AV/\$1,000)	Levy Rate	City Assessment	Difference
2017	\$439,100	\$439 X	\$1.48 =	\$650	\$78

How much the average homeowner will pay 2017-2022:

Renewal of the levy lid lift @ \$1.48/\$1,000 AV may result in the average homeowner (with a home valued at \$439,100 in 2017) paying \$625 more in property taxes to the City over six years than the homeowner would pay if the Levy Lid Lift is not renewed. This is an increase on average of \$104 per year, or \$8.67 per month.

Estimated impact to the average homeowner if the Levy Lid Lift is renewed in 2017, the levy rate for 2017 is reset to \$1.48, and the levy is allowed to increase by CPI-U.

Year	Assessed Value	Per \$1,000 (AV/\$1,000)	Levy Rate	City Assessment	Difference
2017	\$439,100	\$439 X	\$1.48 =	\$650	\$78
2018	\$453,700	\$454 X	\$1.47 =	\$667	\$89
2019	\$468,600	\$469 X	\$1.46 =	\$683	\$99
2020	\$487,000	\$487 X	\$1.43 =	\$698	\$110

2021	\$505,400	\$505 X	\$1.41 =	\$713	\$119
2022	\$523,700	\$524 X	\$1.39 =	\$730	\$130
Total over 6 Year Period 2017-2022				\$4,141	\$625

Some questions I noticed that need tweaking from 2010:

- #24 – “Maintaining” instead of “Restoring”
- #33 – Change to “The City continually looks for ways to reduce costs and assure efficiency.” With the uptick in the economy we have been growing.
- #36 - eliminate
- #38 and #39 – Are there other ballot measures out there that would work for this, or should these questions be eliminated?

Let me know if you need anything else.

Thanks.

Eric

Eric Bratton
 Communications Program Manager
 City Manager's Office
 City of Shoreline
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ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, March 07, 2016 7:35 PM
To: Eric Bratton

Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Hi Eric, we can start putting together a draft questionnaire. The main items we still need from your team are:

- Package description/summary of what the measure would fund and/or any specific projects
- Rate & length
- Avg. assessed home value in Shoreline
- Cost to the average homeowner by Year/Month.

Any specific questions you want to track from the previous survey?

Also, did you end up contacting Eric Wilson or reach out to any other campaign consultants?

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Monday, March 07, 2016 11:05 AM

To: Dominick Martin <dominick@emcresearch.com>; Andrew Thibault <andrew@emcresearch.com>

Subject: City of Shoreline polling

Hi Andrew and Dominick,

I was just looking over the timeline for the polling and realize that the deadline for finalizing the questionnaire is quickly approaching. What is the best way to proceed? Did you want to send us a revised questionnaire from 2010, or would you like us to take a first crack at it? Or should we meet to discuss first?

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N., Shoreline, WA 98133
T: 206.801.2217|C: 206.510.6313|F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Eric Bratton
Sent: Wednesday, March 30, 2016 4:50 PM
To: Dominick Martin
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

I haven't heard from anyone here, so I believe we are good to go on our end. Looking forward to seeing the results.
Eric

From: Dominick Martin [mailto:dominick@emcresearch.com]
Sent: Tuesday, March 29, 2016 4:40 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Eric, attached is a clean revised draft. We accepted most all of your teams edits and decided internally to cut one of the cost questions. Now we test the ballot measure alone (Q3) and then yearly/monthly cost framed as the actual increase (Q4).

Let us know if you have any further edits or questions.

Thanks

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [mailto:ebratton@shorelinewa.gov]
Sent: Tuesday, March 29, 2016 1:23 PM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Dominick,

Attached is our redline version of the draft questions. Please let me know if you have any questions or feedback.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, March 28, 2016 3:45 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Eric, revised draft attached with a few questions in comments section. I think we are close.

We will need final sign off by Wednesday EOD to begin programming and start fielding the survey on 4/4 .

Let me know if you have any questions. Thanks

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Monday, March 28, 2016 10:15 AM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Hey Dominick,

Checking to see where we are on the draft questionnaire. On the schedule, we were supposed to start collecting data this week. Hopefully we can finalize the questions this week and start collecting next week. Will that be possible?

Thanks.

Eric

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Friday, March 18, 2016 4:45 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Thanks Eric, we will get started on draft questionnaire.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Friday, March 18, 2016 4:12 PM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>; Jae Jun <jae@emcresearch.com>
Subject: RE: City of Shoreline polling

Dominick,

In answer to your questions below:

- Package description/summary of what the measure would fund and/or any specific projects

The description/summary of what the measure would fund is the same as what was used in 2010, just couched in terms of renewal.

- Rate & length

Reset at \$1.48 and then tied to inflation for 6 years.

- Avg. assessed home value in Shoreline

\$439,100 in 2017

- Cost to the average homeowner by Year/Month.

See below.

No Renewal of the Levy Lid Lift:

Estimated impact to the average homeowner if the Levy Lid Lift is not renewed

Year	Assessed Value	Per \$1,000 (AV/\$1,000)	Levy Rate	City Assessment
2016	\$425,800	\$426 X	\$1.33 =	\$567
2017	\$439,100	\$439 X	\$1.30 =	\$572
2018	\$453,700	\$454 X	\$1.27 =	\$578
2019	\$468,600	\$469 X	\$1.25 =	\$584
2020	\$487,000	\$487 X	\$1.21 =	\$588
2021	\$505,400	\$505 X	\$1.18 =	\$594
2022	\$523,700	\$524 X	\$1.15 =	\$600
Total over 6 Year Period 2017-2022				\$3,516

How much the average homeowner will pay in 2017:

Renewal of the levy lid lift @ \$1.48/\$1,000 AV may result in the average homeowner (with a home valued at \$439,100 in 2017) paying \$78 (\$650 - \$572) more in property taxes to the City in 2017 than the homeowner would pay if the Levy Lid Lift is not renewed. This is an increase of \$6.50 per month.

Estimated impact to the average homeowner if the Levy Lid Lift is renewed in 2017, the levy rate for 2017 is reset to \$1.48, and the levy is allowed to increase by CPI-U.

Year	Assessed Value	Per \$1,000 (AV/\$1,000)	Levy Rate	City Assessment	Difference
2017	\$439,100	\$439 X	\$1.48 =	\$650	\$78

How much the average homeowner will pay 2017-2022:

Renewal of the levy lid lift @ \$1.48/\$1,000 AV may result in the average homeowner (with a home valued at \$439,100 in 2017) paying \$625 more in property taxes to the City over six years than the homeowner would pay if the Levy Lid Lift is not renewed. This is an increase on average of \$104 per year, or \$8.67 per month.

Estimated impact to the average homeowner if the Levy Lid Lift is renewed in 2017, the levy rate for 2017 is reset to \$1.48, and the levy is allowed to increase by CPI-U.

Year	Assessed Value	Per \$1,000 (AV/\$1,000)	Levy Rate	City Assessment	Difference
2017	\$439,100	\$439 X	\$1.48 =	\$650	\$78
2018	\$453,700	\$454 X	\$1.47 =	\$667	\$89
2019	\$468,600	\$469 X	\$1.46 =	\$683	\$99
2020	\$487,000	\$487 X	\$1.43 =	\$698	\$110
2021	\$505,400	\$505 X	\$1.41 =	\$713	\$119
2022	\$523,700	\$524 X	\$1.39 =	\$730	\$130
Total over 6 Year Period 2017-2022				\$4,141	\$625

Some questions I noticed that need tweaking from 2010:

- #24 – “Maintaining” instead of “Restoring”
- #33 – Change to “The City continually looks for ways to reduce costs and assure efficiency.” With the uptick in the economy we have been growing.
- #36 - eliminate
- #38 and #39 – Are there other ballot measures out there that would work for this, or should these questions be eliminated?

Let me know if you need anything else.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, March 07, 2016 7:35 PM
To: Eric Bratton
Cc: Andrew Thibault; Jae Jun
Subject: RE: City of Shoreline polling

Hi Eric, we can start putting together a draft questionnaire. The main items we still need from your team are:

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- Cost to the average homeowner by Year/Month.

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Also, did you end up contacting Eric Wilson or reach out to any other campaign consultants?

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Monday, March 07, 2016 11:05 AM

To: Dominick Martin <dominick@emcresearch.com>; Andrew Thibault <andrew@emcresearch.com>

Subject: City of Shoreline polling

Hi Andrew and Dominick,

I was just looking over the timeline for the polling and realize that the deadline for finalizing the questionnaire is quickly approaching. What is the best way to proceed? Did you want to send us a revised questionnaire from 2010, or would you like us to take a first crack at it? Or should we meet to discuss first?

Thanks.

Eric

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www.shorelinewa.gov

Eric Bratton

From: Dominick Martin <dominick@emcresearch.com>
Sent: Thursday, April 07, 2016 5:13 PM
To: Eric Bratton
Subject: RE: Shoreline polling end

We have completed over 200 interviews and we are scheduled to finish data collection on 4/15. It is possible that we will need the weekend 4/16-17 to finish up, but I think 4/15 is likely if our production rate holds.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Thursday, April 07, 2016 5:06 PM
To: Dominick Martin <dominick@emcresearch.com>
Subject: Shoreline polling end

Hi Dominick,

Do you know when polling will end?

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Eric Bratton
Sent: Monday, April 11, 2016 12:44 PM
To: Dominick Martin
Cc: Andrew Thibault
Subject: RE: Contract and presentation to Council

The dinner meeting will be here at City Hall. Not sure which room yet. We will have a projector and laptop for you to use. If you send me any presentation ahead of time, I can make sure it is loaded and ready to go for the meeting.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Monday, April 11, 2016 12:28 PM
To: Eric Bratton
Cc: Andrew Thibault
Subject: RE: Contract and presentation to Council

Yes, we will put the time/date on our calendar. Will the dinner meeting be at City Hall or another location? And will there be a laptop and projector for us to use?

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]
Sent: Monday, April 11, 2016 10:22 AM
To: Dominick Martin <dominick@emcresearch.com>
Cc: Andrew Thibault <andrew@emcresearch.com>
Subject: RE: Contract and presentation to Council

Dominick and Andrew,

Just reconfirming that you will both be available to present findings at the Monday, April 25 Council dinner meeting. The meeting is from 5:45 to 6:50 or so.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Friday, February 05, 2016 2:50 PM
To: Eric Bratton
Cc: Andrew Thibault
Subject: RE: Contract and presentation to Council

Thanks Eric, both Andrew and I are open on April 25th so presenting then should not be a problem.

DOMINICK MARTIN|EMC Research, Inc

p: 206.204.8033

m: 206.920.0436

From: Eric Bratton [<mailto:ebratton@shorelinewa.gov>]

Sent: Friday, February 05, 2016 2:42 PM

To: Andrew Thibault <andrew@emcresearch.com>; Dominick Martin <dominick@emcresearch.com>

Subject: Contract and presentation to Council

The contract is being routed through the City machine. Hopefully I can get it to you next week.

Heads up - we had originally discussed having you present the polling results to the Council on May 9. We needed to move that meeting to April 25. Hopefully one or both of you can make it. Please let me know ASAP if there is a problem with that date.

Thanks.

Eric

Eric Bratton
Communications Program Manager
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Eric Bratton
Sent: Thursday, April 14, 2016 1:03 PM
To: Dominick Martin
Cc: Andrew Thibault
Subject: RE: 2016 Shoreline Survey Topline Results

Looks good! Thanks.
Eric

From: Dominick Martin [<mailto:dominick@emcresearch.com>]
Sent: Thursday, April 14, 2016 12:40 PM
To: Eric Bratton
Cc: Andrew Thibault
Subject: 2016 Shoreline Survey Topline Results

Eric, please find attached survey topline results.

We are building the report now and will have a draft to you for review toward the middle of next week.

Thanks

DOMINICK MARTIN|Senior Research Analyst|EMC Research, Inc
p: 206.204.8033

m:206.920.0436

Seattle|Portland|Oakland|Columbus



February 9, 2016

Andrew Thibault
EMC Research, Inc.
720 Third Avenue, Suite 1110
Seattle, WA 98104

RE: City of Shoreline Polling

Dear Andrew:

Enclosed are two copies of the contract for research and polling services. Please execute both and mail back to me. Once I receive them, I will have the City Manager execute both and return one to you for your records.

We look forward to working with you and your team again.

Regards,

Eric Bratton
Communications Program Manager

Enc.

ATTACHMENT C
EMC Contract for 2012 Survey

Shoreline
City Clerk
Receiving
Number
6855



Contract No. 6855

Brief Description: Conduct Survey for SPU Acquisition

**CITY OF SHORELINE
AGREEMENT FOR SERVICES**

This Agreement is entered into by and between the City of Shoreline, Washington, a municipal corporation hereinafter referred to as the "CITY," and EMC Research, hereinafter referred to as the "CONSULTANT."

WHEREAS, the City desires to retain the services of a consultant to conduct a community perceptions survey regarding the City's proposal to buy the SPU water system in Shoreline and

WHEREAS, the City has selected EMC Research to perform the above-mentioned services;

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, it is mutually agreed as follows:

1. Scope of Services to be Performed by the Consultant.

The Consultant shall perform the services outlined in Exhibit A. In performing these services, the Consultant shall at all times comply with all federal, state and local statutes, rules and ordinances applicable to the performance of such services. In addition, these services and all duties incidental or necessary therefore, shall be performed diligently and completely and in accordance with professional standards of conduct and performance. All services performed under this Agreement will be conducted solely for the benefit of the City and will not be used for any other purpose without written consent of the City.

2. Compensation.

- A. Services will be paid at the rate set forth in Exhibit A, not to exceed a maximum of \$19,000, including all fees and those reimbursable expenses listed in Exhibit A.
- B. The City shall pay the Consultant for services rendered after receipt of a billing voucher in the form set forth on Exhibit B. **NO PAYMENT WILL BE ISSUED WITHOUT A BILLING VOUCHER.** Payments will be processed within 30 (thirty) days from receipt of billing voucher. The Consultant shall be paid for services rendered but, in no case shall the total amount to be paid exceed the amount(s) noted in the Exhibit(s) and approved by the City. The consultant shall complete and return a W-9 to the City prior to contract execution by the City. No payment will be issued without a Taxpayer Identification Number on file. Mail all billing vouchers to: the attention of the contract manager identified in Section 14, 17500 Midvale Avenue North, Shoreline, Washington 98133-4905.

3. Term.

- A. The term of this Agreement shall commence April 23, 2012 and end at midnight on the 31st day of July, 2012.

4. Termination.

- A. The City reserves the right to terminate this Agreement at any time, with or without cause by giving fourteen (14) days notice to Consultant in writing. In the event of such termination or suspension, all finished or unfinished documents, data, studies, worksheets, models and reports, or other material prepared by the Consultant pursuant to this Agreement shall be submitted to the City.
- B. In the event this Agreement is terminated by the City, the Consultant shall be entitled to payment for all hours worked and reimbursable expenses incurred to the effective date of termination, less all payments previously made. This provision shall not prevent the City from seeking any legal remedies it may have for the violation or nonperformance of any of the provisions of this Agreement

and any such charges due the City shall be deducted from the final payment due the Consultant. No payment shall be made by the City for any expenses incurred or work done following the effective date of termination unless authorized in advance in writing by the City.

- C. The Consultant reserves the right to terminate this Agreement with not less than sixty (60) days written notice, or in the event outstanding invoices are not paid within 30 days.
- D. If the Consultant is unavailable to perform the scope of services, the City may, at its option, cancel this Agreement immediately.

5. Ownership of Documents.

- A. All documents, data, drawings, specifications, software applications and other products or materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the City whether the project for which they are made is executed or not. All such documents, products and materials shall be forwarded to the City at its request and may be used by the City as it sees fit. The City agrees that if the documents, products and materials prepared by the Consultant are used for purposes other than those intended by the Agreement, the City does so at its sole risk and agrees to hold the Consultant harmless for such use.
- B. All or portions of materials, products and documents produced under this Agreement may be used by the Consultant if the City confirms that they are subject to disclosure under the Public Disclosure Act.
- C. The Consultant shall preserve the confidentiality of all City documents and data accessed for use in Consultant's work product.

6. Independent Contractor Relationship.

- A. The consultant is retained by the City only for the purposes and to the extent set forth in this Agreement. The nature of the relationship between the Consultant and the City during the period of the services shall be that of an independent contractor, not employee. The Consultant, not the City, shall have the power to control and direct the details, manner or means of services. Specifically, but not by means of limitation, the Consultant shall have no obligation to work any particular hours or particular schedule, unless otherwise indicated in the Scope of Work where scheduling of attendance or performance is critical to completion, and shall retain the right to designate the means of performing the services covered by this Agreement, and the Consultant shall be entitled to employ other workers at such compensation and on such other conditions as it may deem proper, provided, however, that any contract so made by the Consultant is to be paid by it alone, and that employing such workers, it is acting individually and not as an agent for the City.
- B. The City shall not be responsible for withholding or otherwise deducting federal income tax or Social Security or contributing to the State Industrial Insurance Program, or otherwise assuming the duties of an employer with respect to Consultant or any employee of the Consultant.

7. Hold Harmless.

The Consultant 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 resulting from the negligent, gross negligent and/or intentional acts, errors or omissions of the Consultant, its agents or employees 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 Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant'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.

8. Gifts.

The City's Code of Ethics and Washington State law prohibit City employees from soliciting, accepting, or receiving any gift, gratuity or favor from any person, firm or corporation involved in a contract or transaction. To ensure compliance with the City's Code of Ethics and state law, the Consultant shall not give a gift of any kind to City employees or officials.

9. City of Shoreline Business License.

Consultant shall obtain a City of Shoreline Business License prior to performing any services and maintain the business license in good standing throughout the term of its agreement with the City if the gross income from Consultant's business is greater than or equal to \$12,000 per year. More information regarding requirements to register with the State of Washington Department of Revenue can be found on the web at:

<http://dor.wa.gov/content/doingbusiness/registermybusiness/default.aspx>

10. Insurance.

Consultant shall obtain insurance of the types described below during the term of this agreement and extensions or renewals. These policies are to contain, or be endorsed to contain, provisions that 1) Consultant's insurance coverage shall be primary insurance with insurance or insurance pool coverage maintained by the City as excess of the Consultant's insurance (except for professional liability insurance); and 2) Consultant's insurance coverage shall not be cancelled, except after thirty (30) days prior written notice to the City.

- A. Professional Liability, Errors or Omissions insurance with limits of liability not less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit shall be provided if services delivered pursuant to their Contract involve or require professional services provided by a licensed professional including but not limited to engineers, architects, accountants, surveyors, and attorneys.
- B. Commercial General Liability insurance covering premises, operations, independent contractors' liability and damages for personal injury and property damage with combined single limits not less than \$1,000,000. The City shall be named as an additional insured on this policy. The Agency shall submit to the City a copy of the insurance policy declaration page as evidence of insurance coverage acceptable to the City.
- C. Automobile Liability insurance with combined single limits of liability not less than \$1,000,000 for bodily injury, including personal injury or death and property damage shall be required if delivery of service directly involves Consultant use of motor vehicles.

11. Delays.

Consultant is not responsible for delays caused by factors beyond the Consultant's reasonable control. When such delays beyond the Consultant's reasonable control occur, the City agrees the Consultant is not responsible for damages, nor shall the Consultant be deemed to be in default of the Agreement.

12. Successors and Assigns.

Neither the City nor the Consultant shall assign, transfer or encumber any rights, duties or interests accruing from this Agreement without the written consent of the other.

13. Nondiscrimination.

In hiring or employment made possible or resulting from this Agreement, there shall be no unlawful discrimination against any employee or applicant for employment because of sex, age, race, color, creed, national origin, marital status or the presence of any sensory, mental, or physical handicap, unless based upon a bona fide occupational qualification. This requirement shall apply to but not be limited to the following: employment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. No person shall be denied or subjected to discrimination in receipt or the benefit of any services or activities made possible by or resulting from this Agreement on the grounds of sex, race, color, creed, national origin, age except minimum age and retirement provisions, marital status, or in the presence of any sensory, mental or physical handicap.

14. Notices.

Any notice required under this Agreement will be in writing, addressed to the appropriate party at the address which appears below (as modified in writing from time to time by such party), and given personally, by registered or certified mail, return receipt requested, by facsimile or by a nationally recognized overnight courier service. All notices shall be effective upon the date of receipt.

City Manager
City of Shoreline
17500 Midvale Avenue N
Shoreline, WA 98133-4905
(206) 801-2700

Consultant Name: Andrew Thibault
Name of Firm: EMC Research
Address: 811 First Ave. Ste. 820
Address: Seattle, WA 98104
Phone Number: 206-652-2454

15. Governing Law and Venue.

This Agreement shall be construed and enforced in accordance with the laws of the State of Washington. Venue of any suit between the parties arising out of this Agreement shall be King County Superior Court.

16. General Administration and Management.

The City's contract manager shall be (name and title): Debra Tarry, Assistant City Manager.

17. Severability.

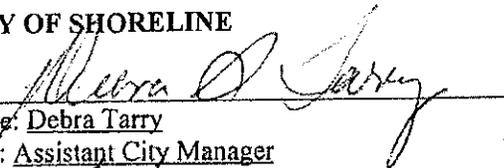
Any provision or part of the Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken and all remaining provisions shall continue to be valid and binding upon the City and the Consultant, who agree that the Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

18. Entire Agreement.

This agreement contains the entire Agreement between the parties hereto and no other agreements, oral or otherwise, regarding the subject matter of this agreement, shall be deemed to exist or bind any of the parties hereto. Either party may request changes in the agreement. Proposed changes which are mutually agreed upon shall be incorporated by written amendment to this agreement.

This agreement is executed by

CITY OF SHORELINE

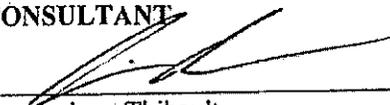
By: 
Name: Debra Tarry
Title: Assistant City Manager

Date: 5/15/12

Approved as to form:

By: 
for Ian Sievers, City Attorney

CONSULTANT

By: 
Name: Andrew Thibault
Title: Principal

Date: 5/9/12

Attachments: Exhibits A, B, W-9 (Request for Taxpayer Identification Number and Certification)



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

4041 North High Street
Suite 300M
Columbus, OH 43214
(614) 268-1660 TEL
EMCresearch.com

Exhibit A

TO: Debbie Tarry
City of Shoreline
FR: Andrew Thibault
EMC Research
RE: Research Services for City of Shoreline
DT: April 19, 2012

Description: A community perceptions survey regarding the City of Shoreline's proposal to buy the Seattle Public Utility (SPU) water system in Shoreline.

Scope of Work: A telephone survey of 450-500 residents in the City of Shoreline at an average length of 12 or 15 minutes.

Services Included: EMC's prices are all inclusive. For this project EMC will:

- develop the survey questionnaire in consultation with the client
- design and select a valid sample of respondents
- oversee interviewing and data collection
- produce topline results and cross-tabulations
- produce a report and analysis in the form of a PowerPoint presentation
- present results as needed

Deliverables for this project include draft and final questionnaires; questionnaire with overall results (toplines); crosstabs; analysis report; presentations as requested.

Timeline:	Questionnaire Development	April 23-30
	Data Collection	May 3-9
	Topline Results	May 10
	Report	May 25
	Presentations	as needed

Note: This is a tentative schedule and can be adjusted to meet the City's needs.

Cost:	<u>#Interviews</u>		<u>12 minutes</u>	<u>15 minutes</u>
	450 Interviews	+/-4.4 points	\$16,795	\$19,465
	500 Interviews	+/-4.6 points	\$18,430	\$21,340

NOTE: These prices are all inclusive.

FIRM DESCRIPTION

EMC Research

EMC Research is an opinion research and strategic consulting firm serving a broad range of public and private sector clients since 1989. Our mission is to provide clients with strategic actionable recommendations using a thorough understanding of public and stakeholder opinion. Operating from offices in Seattle, Oakland, and Columbus, EMC's principals have been involved in more than 3,300 opinion surveys and over 450 focus groups at all levels, ranging from political and public policy strategy polls to extensive market share and customer satisfaction surveys. EMC has 15 full-time employees throughout its three offices.

KEY TEAM MEMBERS' RESUMES

ANDREW THIBAUT is a Partner of EMC Research and has been with the firm for 17 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.

Over his 17 years with EMC, Andrew has worked on many projects for cities and public agencies around Washington State, including public opinion and citizen priority research for the cities of Seattle, Redmond, Bellevue, Tacoma, Kirkland, Lake Forest Park and others.

Andrew regularly briefs elected officials and key stakeholders on the results of major research projects, providing insight into the broader strategic implications of the research. Recent examples include a large scale transportation survey for the Washington State Transportation Commission that help set the direction for the Governor's Transportation Task Force and research and campaign advice that helped define the messaging and strategy that led to the defeat of Seattle's Proposition One, the anti-tunnel measure.

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 is Vice President and senior analyst with EMC Research and has been with the firm for more than ten 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. He has worked for a variety of clients and a wide range of public policy and attitudinal issues helping them to define and understand the challenges they face. Ian's key experience includes projects for the City of Seattle and King County Citizen Priorities Survey, Sound Transit for multiple voter priority surveys, the Washington State Department of Transportation for regional voter transportation priority surveys, multiple projects for the City of Redmond's Parks & Recreation Community Survey, City of Mercer Island Citizen Budget and Priorities surveys and citizen priority surveys for the City of Lake Forest Park and Mercer Island.

Ian is a 2006 graduate of Seattle's premier leadership training program, Leadership Tomorrow, and was selected by the class as its graduation speaker. Ian served on the board of Seattle Works for four years.

Before joining EMC, Ian worked in the Seattle External Affairs office of the Atlantic Richfield Company (ARCO). Prior to that, he was campaign manager for State Representative Jeff Morris (WA-40).

Ian received his BA in Political Science from Western Washington University, with a minor in Environmental Studies.

Other Key EMC Research Team Members

DOMINICK MARTIN is a Research Analyst for EMC Research. As an analyst, Dominick is involved in many aspects of the research projects, including sample design, questionnaire editing, focus group observation, data tabulation and presentation of results. Dominick's recent public opinion research experience includes projects for King County, the City of Lake Forest Park and Metro Parks Tacoma. Dominick has a Bachelor of Arts degree in Political Science from California State University Bakersfield.

BRIAN VINES is a Research Analyst for EMC Research. He assists with questionnaire design, data management and analysis and is primarily responsible for producing project deliverables like statistical crosstabs, topline results appendices, and presentations. Some of Brian's recent project experience includes quantitative and qualitative projects for The City of Redmond, Sound Transit and the City of Seattle. Brian graduated from Western Washington University in August 2008 with a BA degree in Business Administration, with majors in Marketing and Operations Management.

SHANI MCELROY is Field Director of EMC. Shani's main responsibility is to ensure the data we collect is of the highest quality. The field director has built strong relationships with a small network of service providers throughout the United States. These providers, which include Consumer Opinion Services, are the best blend of talent, cost effectiveness, and experience that we can find, and our Field Director position ensures that the data we collect is solid so that the analysis derived from it is reliable. Shani received a BA in Political Science and History from UC Berkeley in December 2001, with distinction in general scholarship.

**EXHIBIT B
CITY OF SHORELINE
BILLING VOUCHER**

17500 Midvale AVE N, Shoreline, WA 98133-4905 ♦ (206) 801-2700 ♦ Fax (206) 546-7870

Contract No. 6855

Firm Name: EMC Research

Mailing Address: 811 First Avenue, Suite 451, Seattle, WA 98104

Invoice No.: _____	Invoice Date: _____
Amount of Invoice: \$ _____	

Contract Expiration Date: July 31, 2012 Current Invoice Period: _____

Description of services performed this period, attach a separate sheet if necessary (if applicable, submit a separate voucher for each program which is funded by your City of Shoreline contract):

BUDGET SUMMARY:

Total Contract Amount (including amendments)	\$ _____
Previously Billed	\$ _____
Current Invoice Request	\$ _____
Total Payments Requested to date	\$ _____
Contract Balance Remaining	\$ _____

Payments will be processed within thirty (30) days from receipt of approved billing voucher.

Consultant Signature

<i>For Department Use Only</i>	
Approved for Payment:	
_____	Date: _____
City of Shoreline	

February 9, 2016

Andrew Thibault
EMC Research, Inc.
720 Third Avenue, Suite 1110
Seattle, WA 98104

RE: City of Shoreline Polling

Dear Andrew:

Enclosed are two copies of the contract for research and polling services. Please execute both and mail back to me. Once I receive them, I will have the City Manager execute both and return one to you for your records.

We look forward to working with you and your team again.

Regards,

Eric Bratton
Communications Program Manager

Enc.

ATTACHMENT D

2012 Survey Results

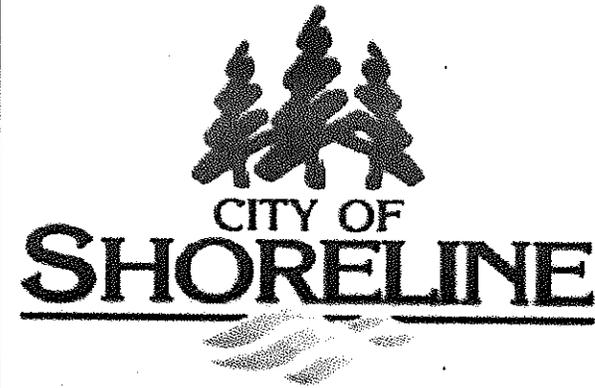


MARKET
& OPINION
RESEARCH
SERVICES

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



City of Shoreline

May 2012 Telephone Survey

Presentation of Results

- ▶ Telephone survey in the City of Shoreline
- ▶ 501 total interviews
- ▶ Overall Margin of Error ± 4.4 points at the 95% confidence interval
- ▶ Conducted May 9 – 17, 2012
- ▶ Trained, professional interviewers

Please note that due to rounding, some percentages may not add up to exactly 100%.

Key Findings



1. ***Shoreline residents continue to be very optimistic about the direction of the City and the City receives very strong performance ratings on a number of measures.***
 - Three-fourths (75%) of residents feel things in the City of Shoreline are generally going in the right direction, while only 13% think things are on the wrong track.
 - Nearly three-fourths (70%) give the City of Shoreline a positive rating (“Excellent” 13% / “Good” 57%) for the overall job it does.
 - Two-thirds (69%) give the City a positive rating for the job it does keeping citizens informed and for the job it does delivering services efficiently (68% positive).
 - By a 51% to 31% margin, residents give the City a positive rating for the job it does focusing on the priorities that matter most to residents, although 18% are not sure.
 - By a 44% to 32% margin the job the City is doing managing the public's money, with 26% who are unable to rate the City.

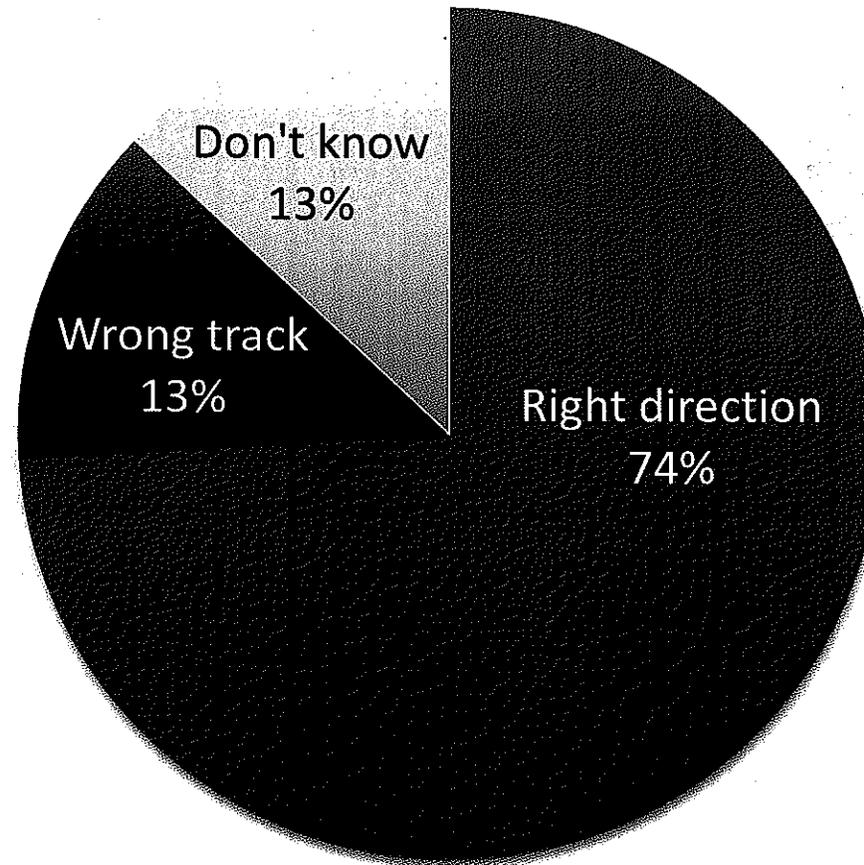
2. ***A majority of residents initially support the proposed acquisition of SPU's services, but there is considerable uncertainty. Details about the proposed acquisition reassure residents and dramatically increase support.***
- Initially, residents support the SPU purchase by a 3-to-1 margin (51% Support / 17% Oppose). However, a third of respondents (32%) are uncertain about the purchase.
 - After hearing details about the proposed purchase, eight in ten residents (79% Support) the proposal and only 10% are opposed.
 - Residents are most interested in information about the fact that no increase in taxes or water rates will be required to purchase the system (55% "Extremely important") and that Shoreline ratepayers would no longer pay a tax to the City of Seattle (54%).
 - Increased costs and taxes, mentioned by 32% of those who are initially opposed to the purchase, is the top concern.

City Ratings



City Direction

Q3. Do you feel things in the City of Shoreline are generally going in the right direction, or do you feel things have gotten pretty seriously off on the wrong track?

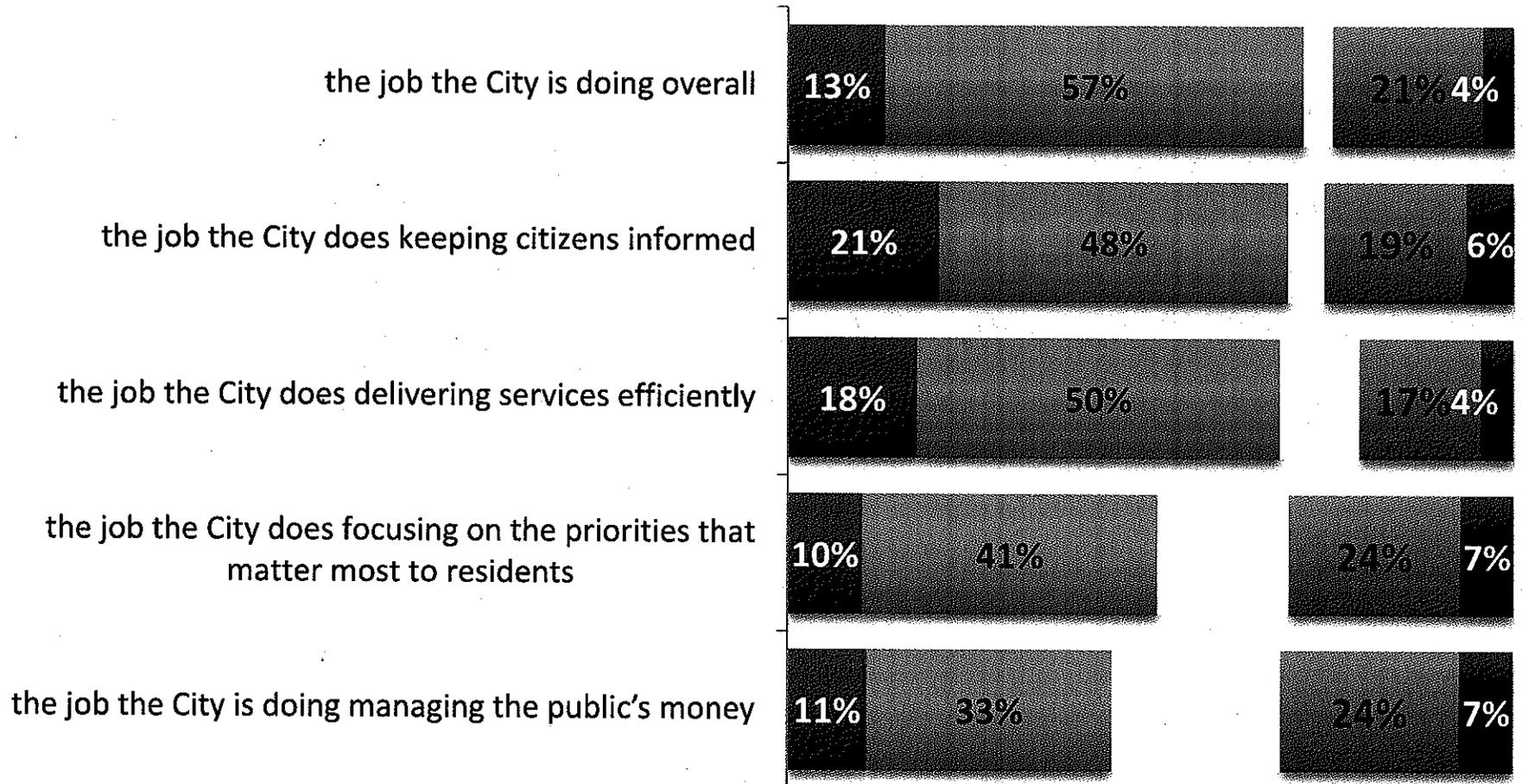


City Job Ratings



Q4-8. Please rate the job Shoreline City government is doing in each of the following areas. Use a scale of excellent, good, only fair or poor. If you aren't sure one way or the other, please just say so.

■ Excellent ■ Good ■ Not Sure ■ Only Fair ■ Poor



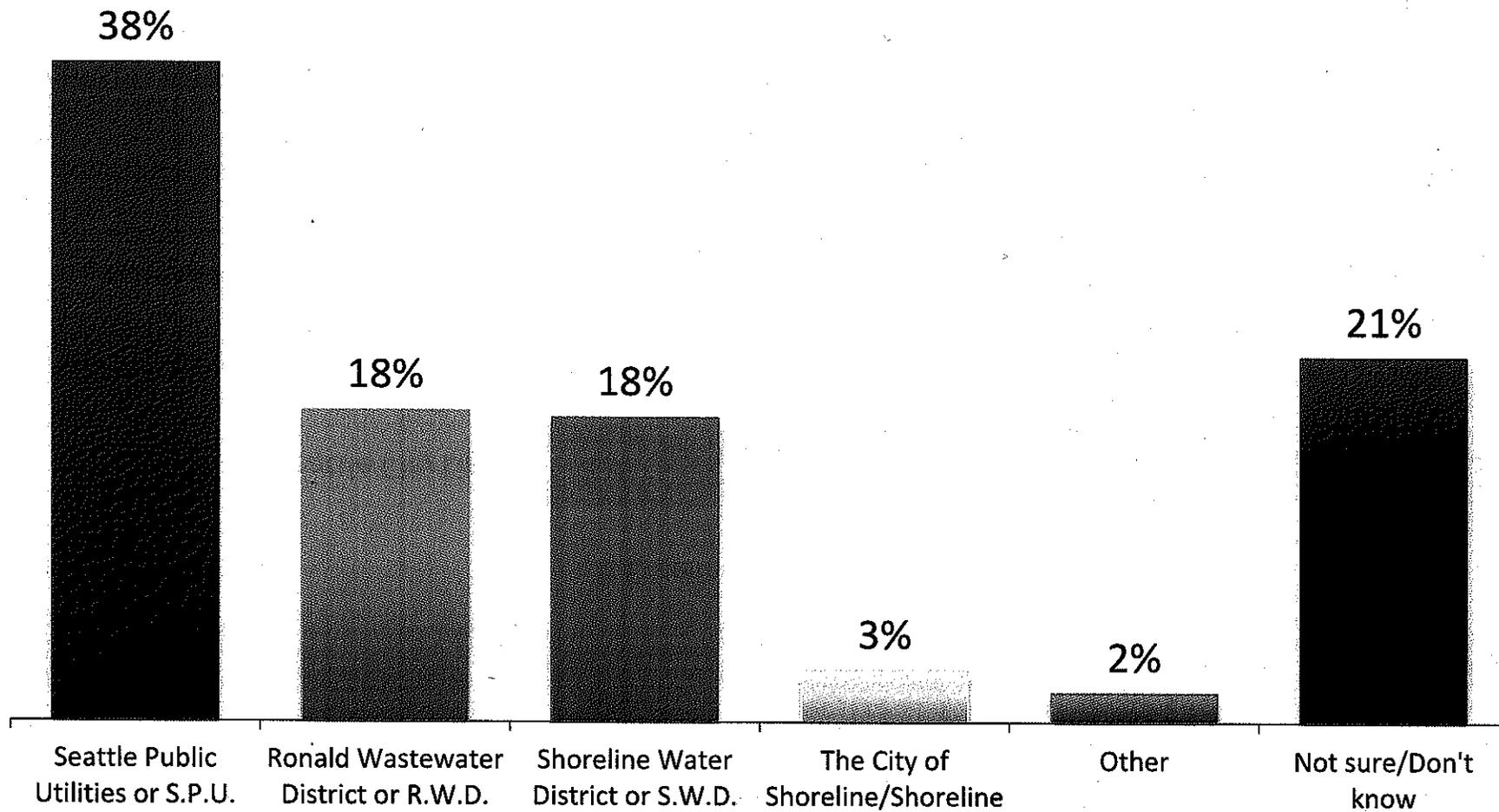
Utilities Ratings



Water Service Provider



Q9. From what you know, who provides your water service?

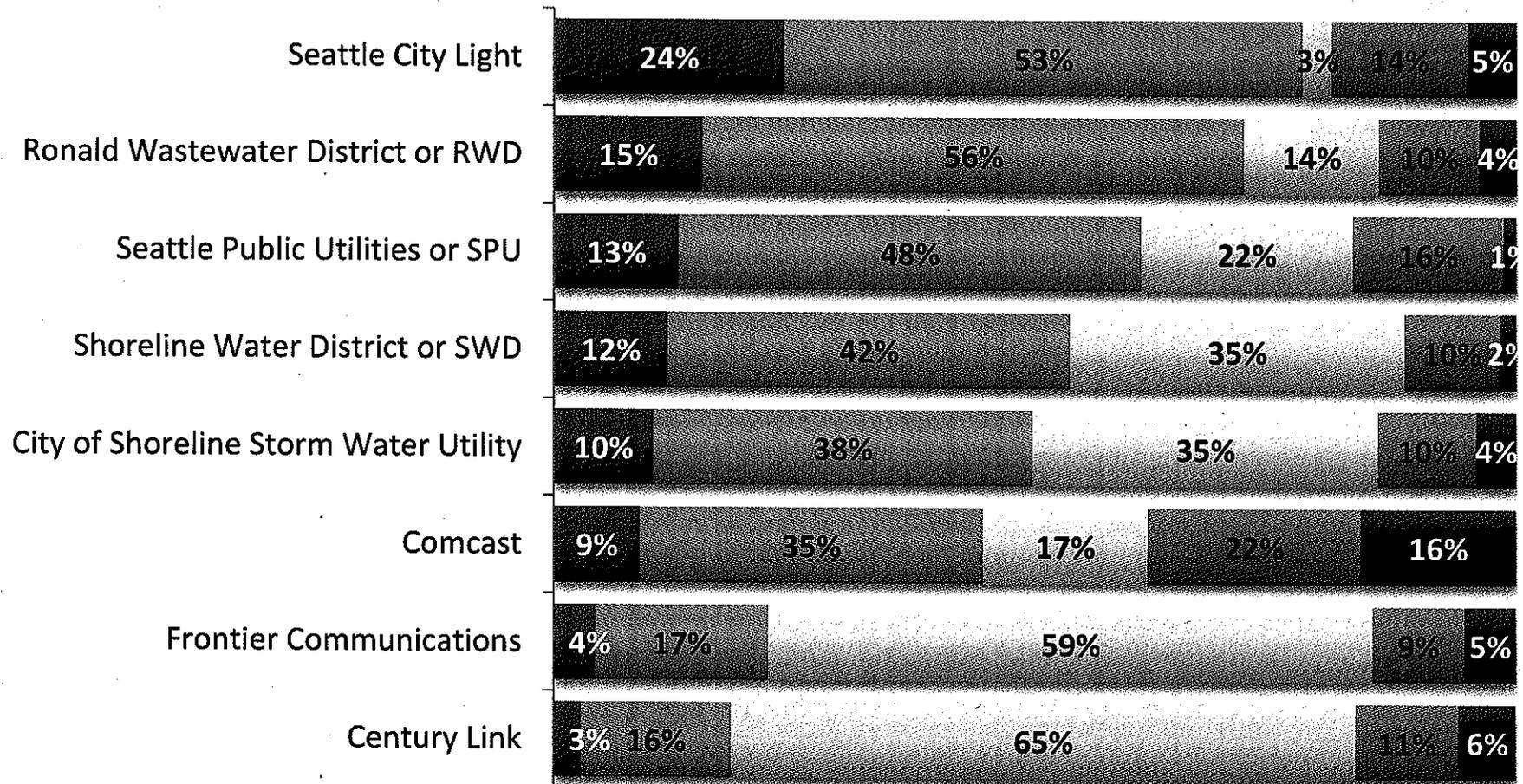


Utilities Job Ratings



Q10-17.. I'm going to read you a list of utilities and I'd like you to rate the job they do providing services. Use a scale of excellent, good, only fair or poor. If you aren't sure one way or the other, please just say so.

■ Excellent ■ Good ■ Not Sure/NA ■ Only Fair ■ Poor



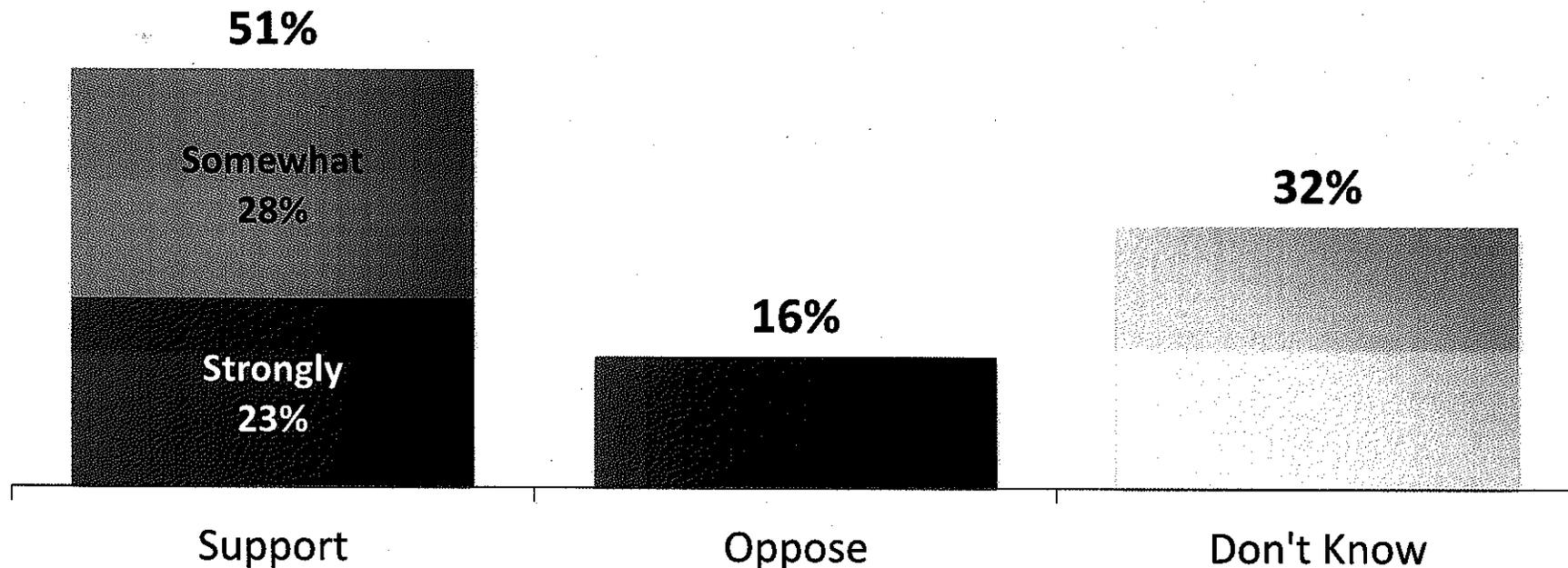
SPU Purchase



Initial Support for Purchase



Q18. S.P.U., or Seattle Public Utilities, currently provides water service to Shoreline residents who live in the area west of I-5, which is about two thirds of the City. Shoreline has reached a tentative agreement to purchase the Seattle Public Utilities Water System. Under the agreement, the city would own and operate the SPU water system for customers in Shoreline. In general, do you support or oppose having the City of Shoreline purchase the SPU water system in Shoreline? (IF SUPPORT/OPPOSE) And would that be strongly (support/oppose) or somewhat (support/oppose)?



Reasons for Support & Opposition



Q19. What is the main reason you **SUPPORT** the purchase? (TAKE ONE RESPONSE)

Q20. What is the main reason you **OPPOSE** the purchase? (TAKE ONE RESPONSE)

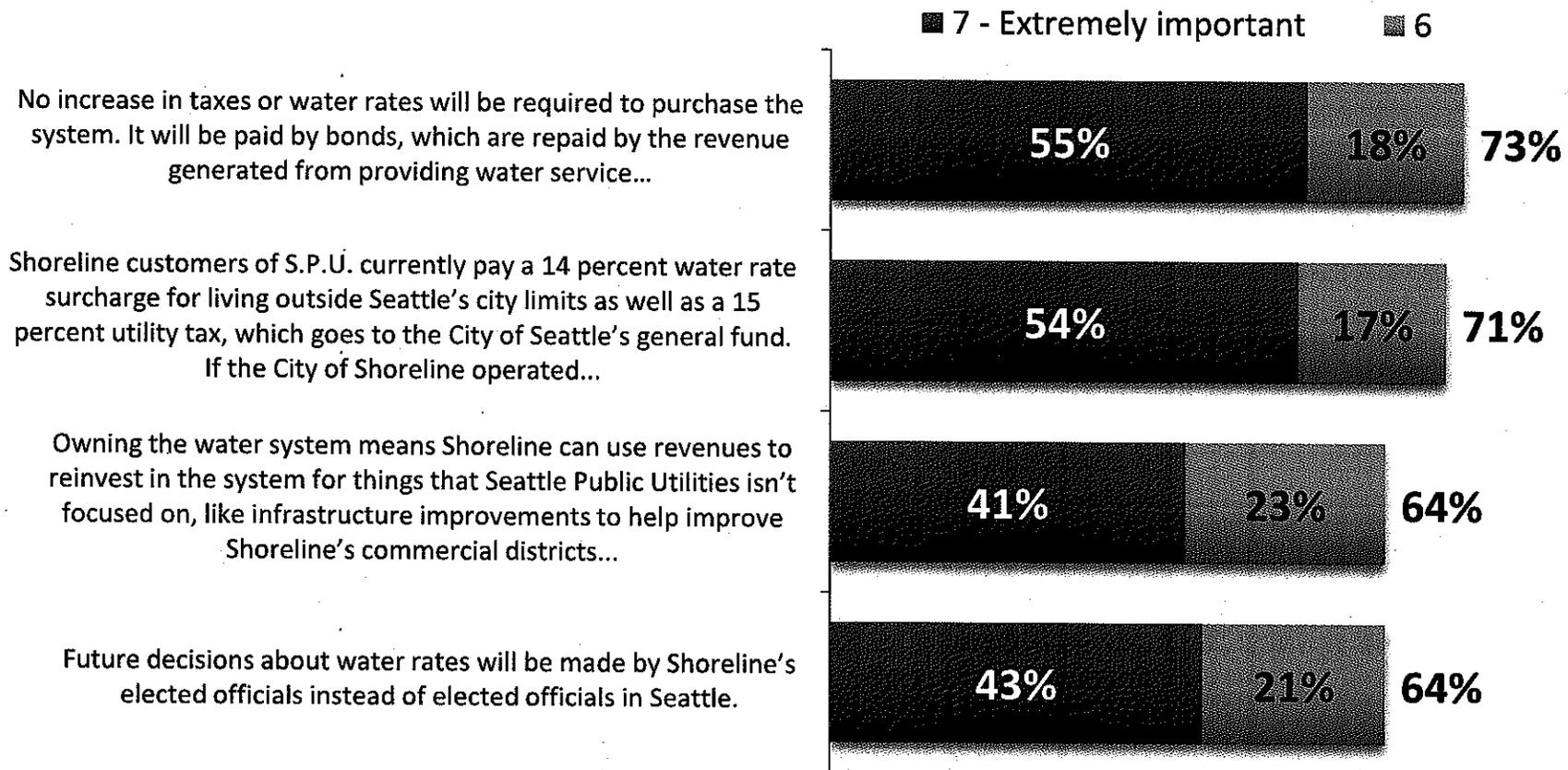
Local Control/City Control/Accountability	34%
Cost/Rates go down/Taxes	19%
Better Job/Service	12%
Good Idea	9%
Independence	3%
Economical/Efficient	2%
Better Maintenance	1%
Other	9%
No/None/Nothing	2%
Don't Know/Not Sure	8%

Cost/Taxes	32%
Like it the way it is	24%
Better Service/Quality	14%
Don't trust Shoreline/Government	9%
Spend Money Else Where	4%
Other	11%
No/None/Nothing	3%
Don't Know/Not Sure	4%

Importance of Information



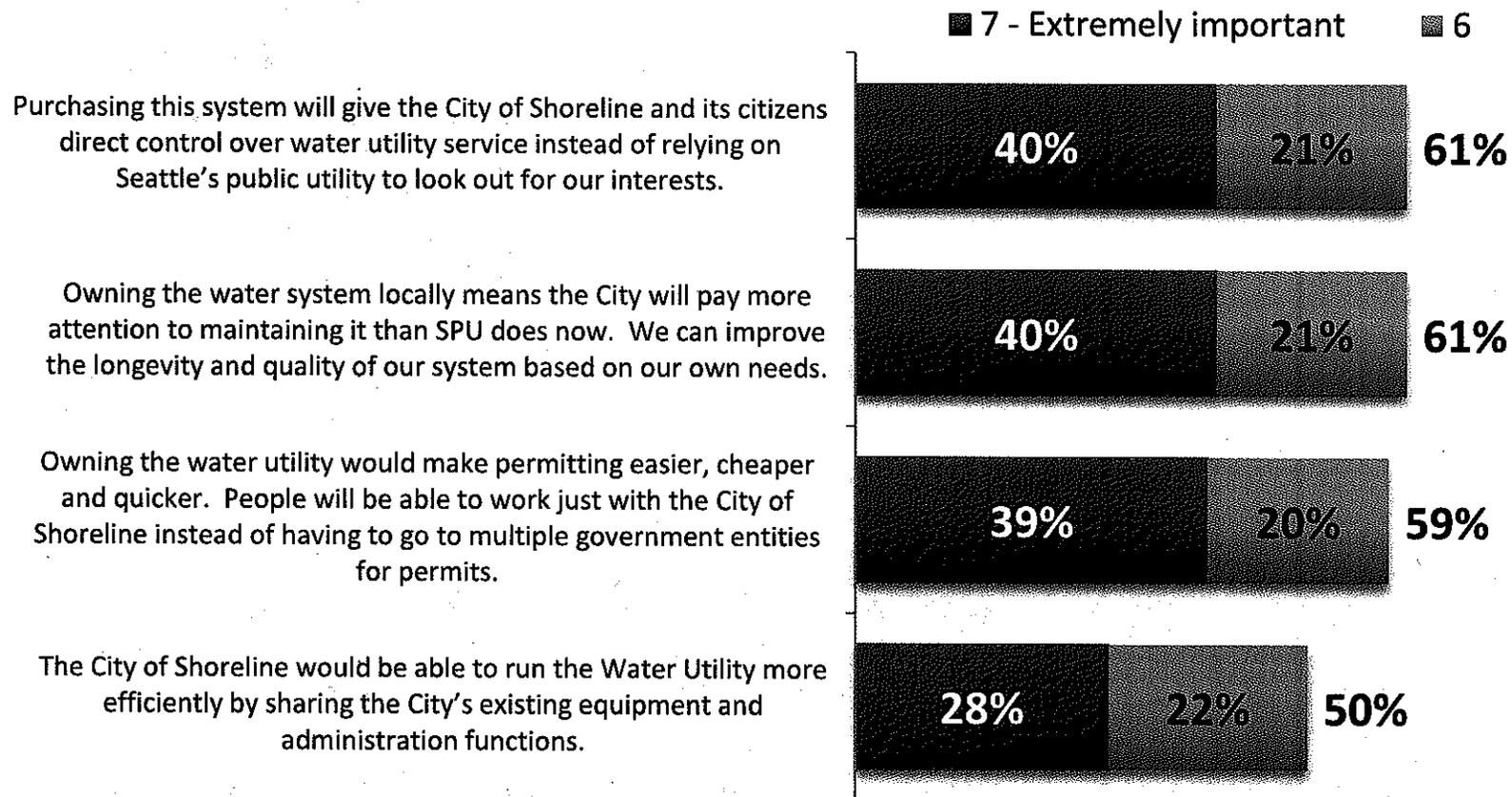
Q21-28. Now I am going to tell you a little more about the City's proposed purchase of S.P.U's water system. For each statement, please tell me how important it is to know that information. Use a scale of 1 to 7, where 1 means that information is not at all important and 7 means that information is extremely important. You can use any number from 1 to 7. **(REPEAT AFTER EACH UNTIL UNDERSTOOD: How important do you think it is to know that information, with 1 being not at all important and 7 being extremely important?)**



Importance of Information (continued)



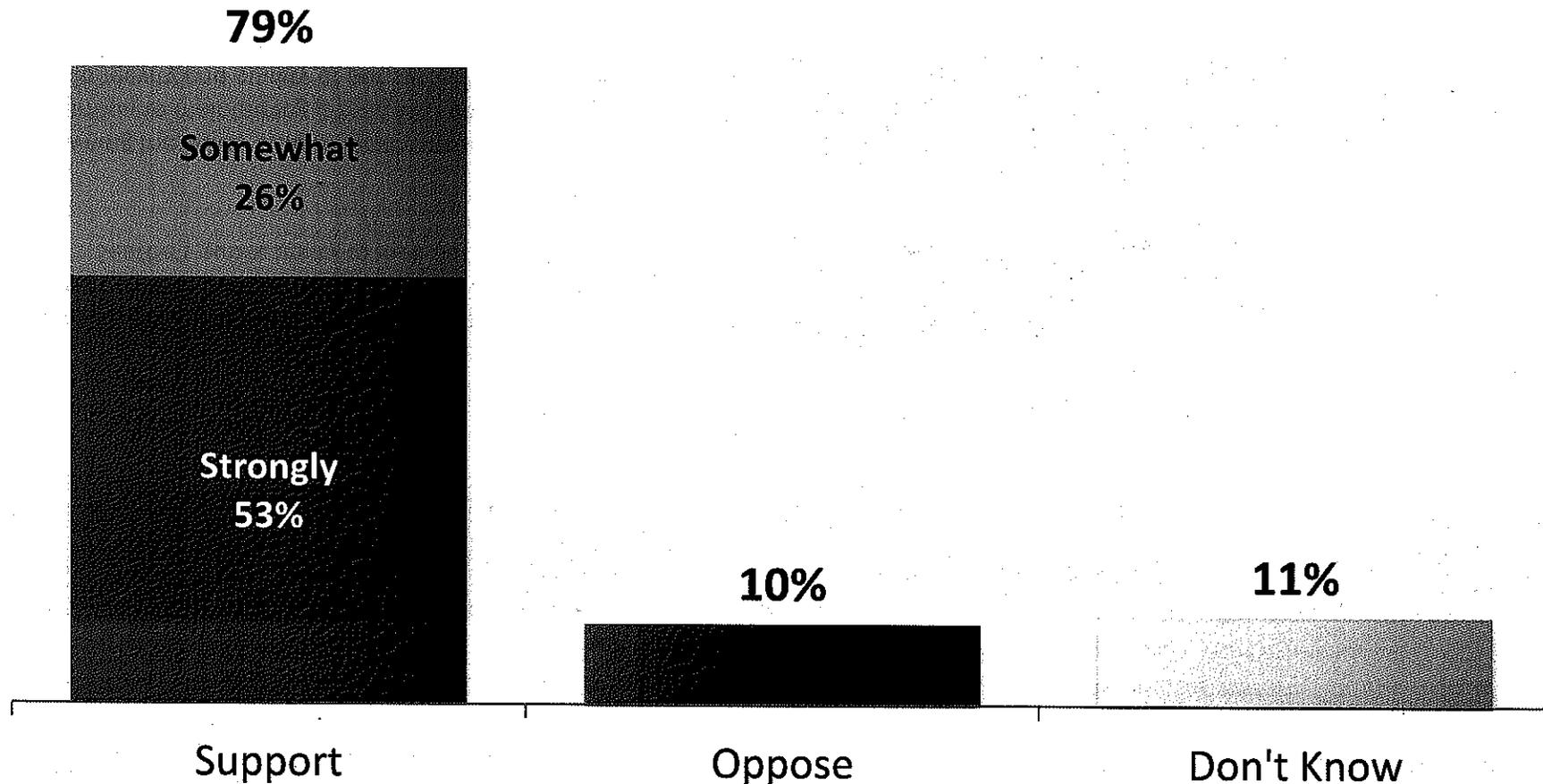
Q21-28. Now I am going to tell you a little more about the City's proposed purchase of S.P.U's water system. For each statement, please tell me how important it is to know that information. Use a scale of 1 to 7, where 1 means that information is not at all important and 7 means that information is extremely important. You can use any number from 1 to 7. **(REPEAT AFTER EACH UNTIL UNDERSTOOD: How important do you think it is to know that information, with 1 being not at all important and 7 being extremely important?)**



Informed Support for Purchase



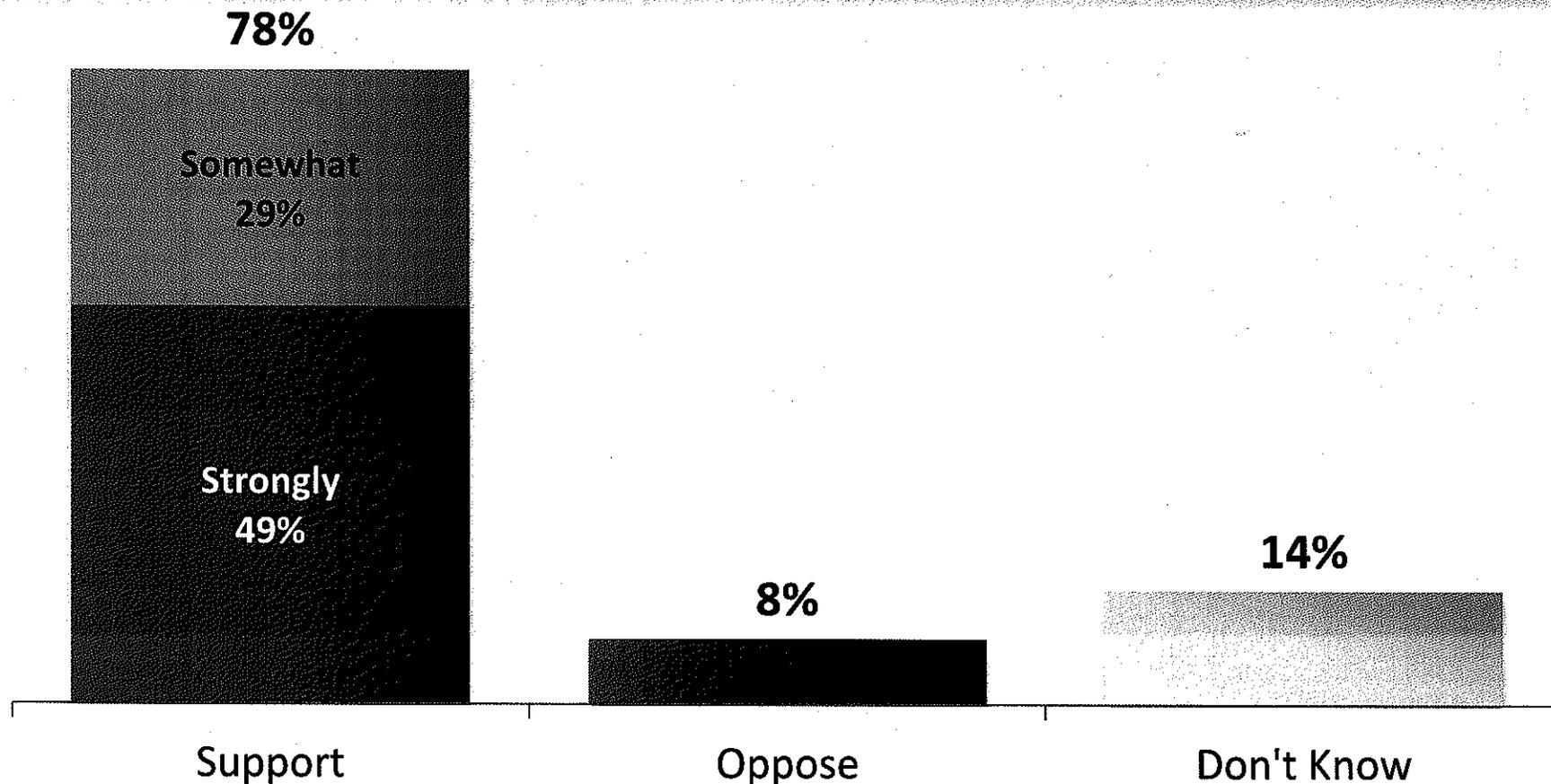
Q29. Given what you have heard, would you support or oppose having the City of Shoreline purchase the S.P.U. water system in Shoreline? (IF SUPPORT/OPPOSE) And would that be strongly (support/oppose) or somewhat (support/oppose)?



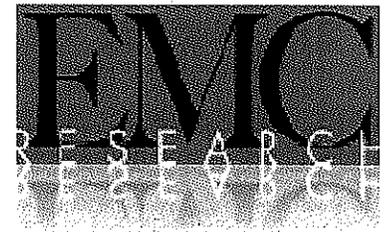
Support: Sewer Service Acquisition



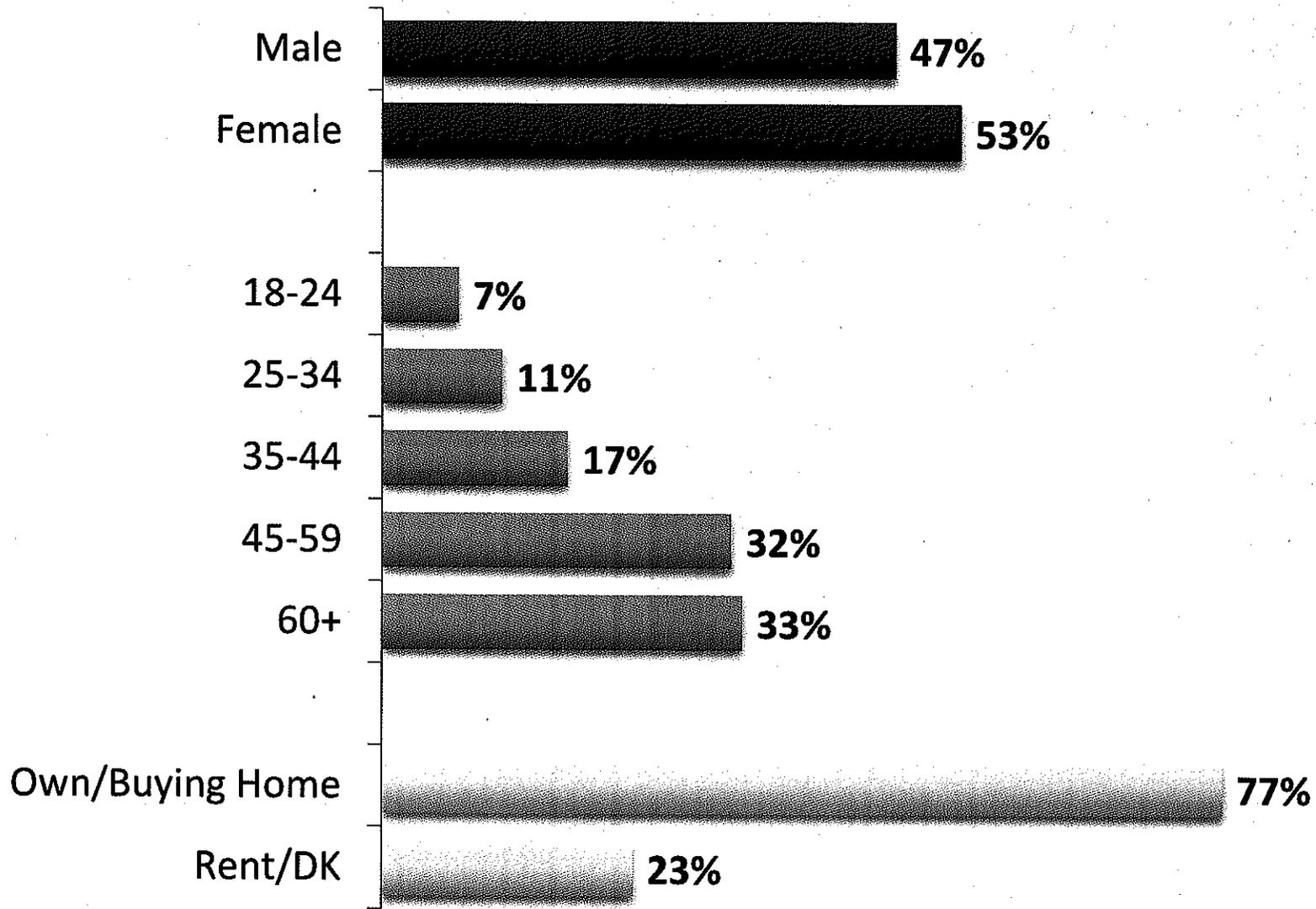
Q30. As you may know Ronald Wastewater District or R.W.D. provides one hundred percent of the sewer service for Shoreline residents. The City has an agreement in place with R.W.D. to acquire sewer services in 2017 so the City is already planning to create the capacity to manage and operate the wastewater system. This means that if the City acquires the SPU water system, many of the resources necessary to manage and operate the water system will already be in place. Knowing this, would you support or oppose having the City of Shoreline purchase the S.P.U. water system in Shoreline? (IF SUPPORT/OPPOSE) And would that be strongly (support/oppose) or somewhat (support/oppose)?



Demographics



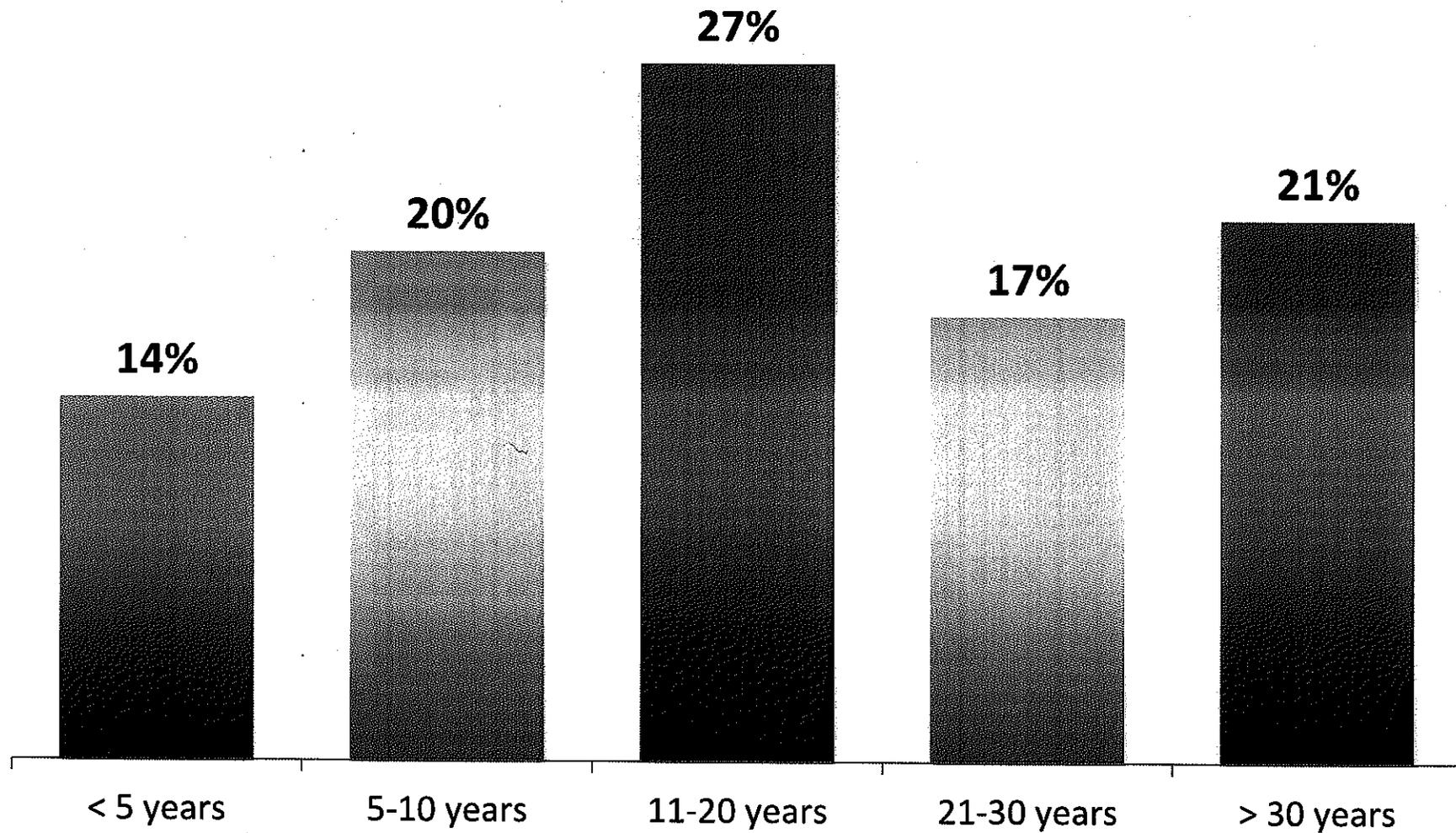
Demographic Information



Length of Residency



Q32. How many years have you lived in the City of Shoreline?



ATTACHMENT E
City Staff communications with EMC
Regarding 2012 Survey

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Friday, March 23, 2012 11:19 AM
To: Debbie Tarry
Subject: Research Project

Hey Debbie,

I got your phone call last week and left you a return voicemail...just wanted to make sure you got it. Thanks!
Hope all is well.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

Eric Bratton

From: Debbie Tarry <dtarry@shorelinewa.gov>
Sent: Sunday, March 25, 2012 8:47 AM
To: Andrew Thibault
Subject: Re: Research Project

Hi Andrew -

Got both of your voicemails - just turned into a crazy week. Left you a voicemail on Friday - so maybe we can touch base on Monday. I am not in meetings from 10:30 to 1:30 tomorrow so don't know if you have any time during that window to talk.

Debbie Tarry
Assistant City Manager
City of Shoreline
(206) 801-2212

On Mar 23, 2012, at 11:19 AM, "Andrew Thibault" <andrew@emcresearch.com> wrote:

Hey Debbie,

I got your phone call last week and left you a return voicemail...just wanted to make sure you got it. Thanks! Hope all is well.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Monday, April 16, 2012 11:18 AM
To: Debbie Tarry
Subject: RE: Meeting

No problem at all. I'll see you at 2pm....

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Monday, April 16, 2012 11:17 AM
To: Andrew Thibault
Subject: RE: Meeting

Hi –

We have conflicts on Tuesday and Wednesday. If you can make today work it would be better.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Monday, April 16, 2012 11:08 AM
To: Debbie Tarry
Subject: RE: Meeting

It does....although tomorrow at 3:30 or Wednesday afternoon would be even better, but either way I can make it work. Thanks!

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Monday, April 16, 2012 11:04 AM
To: Andrew Thibault
Subject: RE: Meeting

Yep – does it still work for you?

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Monday, April 16, 2012 11:01 AM
To: Debbie Tarry
Subject: Meeting

Just confirming our 2pm meeting today....

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

Eric Bratton

From: Debbie Tarry <dtarry@shorelinewa.gov>
Sent: Tuesday, April 24, 2012 10:48 AM
To: Andrew Thibault
Cc: Heidi Costello
Subject: Re: Meeting

Andrew -

We want to go with the 500 for 12 minutes. We will put together a contract.

Debbie Tarry
Assistant City Manager
City of Shoreline
(206) 801-2212

On Apr 19, 2012, at 3:00 PM, "Andrew Thibault" <andrew@emcresearch.com> wrote:

I've provided a number of options in the attached Scope of Work that are around that amount – let me know if this works....If you have questions please call or email me. Thanks!

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Tuesday, April 17, 2012 3:37 PM
To: Andrew Thibault
Subject: RE: Meeting

Andrew -

I know for the Prop 1 polling it was \$16,800. I was thinking around the same amount – although I do not think you would have quite as many meetings with the City Council. Will this work?

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]

Sent: Tuesday, April 17, 2012 10:44 AM

To: Debbie Tarry

Subject: RE: Meeting

The meeting yesterday was very helpful...one thing we did not discuss was budget and I wanted to include different survey options for you in the scope/timeline document I am putting together.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Monday, April 16, 2012 11:17 AM
To: Andrew Thibault
Subject: RE: Meeting

Hi –

We have conflicts on Tuesday and Wednesday. If you can make today work it would be better.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Monday, April 16, 2012 11:08 AM
To: Debbie Tarry
Subject: RE: Meeting

It does....although tomorrow at 3:30 or Wednesday afternoon would be even better, but either way I can make it work. Thanks!

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Monday, April 16, 2012 11:04 AM
To: Andrew Thibault
Subject: RE: Meeting

Yep – does it still work for you?

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Monday, April 16, 2012 11:01 AM
To: Debbie Tarry
Subject: Meeting

Just confirming our 2pm meeting today....

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

<EMC Scope of Services for City of Shoreline.doc>

Eric Bratton

From: Eric Bratton <ebratton@shorelinewa.gov>
Sent: Monday, April 16, 2012 4:01 PM
To: Andrew@EMCresearch.com
Subject: City of Shoreline SPU Acquisition
Attachments: SPU Focus Group Notes_Revised_Grouped.docx

Andrew,

Good meeting you this afternoon. I'm really interested in seeing the poll results. My guess is most people will know very little about the water utilities, and care even less.

I have attached the questions to come out of our SPU Focus Group in November. We asked two questions:

1. If the City were to go into the water business, what questions/concerns might you have?
2. What do citizens need to know to make an informed decision (vote)?

I then took all of the responses and grouped them into categories.

Starting with the Winter 2011 issue, we have had an article about SPU in the past four issues of our Currents newsletter. Here is a [link](#) where you can find the issues. These will hopefully help answer your why and how questions.

If you really want to get into the weeds, you can read up on the [Steering Committee's](#) work. There are links to the different meeting packets with the engineering and financial reports from our due diligence process.

If there is any other information you need, let me know.

Thanks.

Eric

Eric Bratton
Management Analyst/PIO
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200
ebratton@shorelinewa.gov
www.shorelinewa.gov

Eric Bratton

From: Debbie Tarry <dtarry@shorelinewa.gov>
Sent: Wednesday, May 02, 2012 12:56 PM
To: Andrew Thibault
Cc: Brian Vines
Subject: RE: Survey

Hi Andrew –

Got it. We'll take a look.

Debbie Tarry
Assistant City Manager
City of Shoreline
Phone: 206-801-2212
E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Wednesday, May 02, 2012 12:54 PM
To: Debbie Tarry
Cc: Brian Vines
Subject: FW: Survey

Hey Debbie,

Just wanted to make sure you got this...

From: Andrew Thibault
Sent: Friday, April 27, 2012 4:57 PM
To: 'Debbie Tarry'
Cc: 'Brian Vines'
Subject: Survey

Here's an initial draft of the survey both as a Word doc and a PDF. Have a good weekend!

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

Eric Bratton

From: Debbie Tarry <dtarry@shorelinewa.gov>
Sent: Tuesday, May 08, 2012 11:23 AM
To: Andrew Thibault
Cc: Eric Bratton; Mark Relph; Brian Vines
Subject: RE: Poll Questions

Hi Andrew –

Julie wanted to send to our Council – we asked for their feedback by Wednesday – so can't give sign-off until late Wednesday.

Debbie Tarry
Assistant City Manager
City of Shoreline
Phone: 206-801-2212
E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Tuesday, May 08, 2012 9:13 AM
To: Andrew Thibault
Cc: Debbie Tarry; Eric Bratton; Mark Relph; Brian Vines
Subject: Re: Poll Questions

If we can get approval by noon we can start tomorrow.

Sent from my iPhone

On May 7, 2012, at 1:16 PM, "Andrew Thibault" <andrew@emcresearch.com> wrote:

Here's a revised version with the changes incorporated. Let me know when we have signoff.
Thanks!

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Monday, May 07, 2012 11:59 AM
To: Andrew Thibault
Cc: Eric Bratton; Mark Relph
Subject: Poll Questions

Andrew –

We have made a few comments/suggestions on the questions. Let me know what you think. Thanks.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

<12-4648qst Final.docx>

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Wednesday, May 09, 2012 12:09 PM
To: Debbie Tarry
Subject: 12-4648qst Final.docx
Attachments: 12-4648qst Final.docx

Let me know if this was what you had in mind....

Eric Bratton

From: Debbie Tarry <dtarry@shorelinewa.gov>
Sent: Wednesday, May 09, 2012 1:53 PM
To: Andrew Thibault
Subject: RE: 12-4648qst Final.docx

We are actually "assuming" them – but maybe we are too wrapped up in it and perhaps it is easier for people to understand if you use "acquire" – so go ahead with that.

Debbie Tarry
Assistant City Manager
City of Shoreline
Phone: 206-801-2212
E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Wednesday, May 09, 2012 1:50 PM
To: Debbie Tarry
Subject: RE: 12-4648qst Final.docx

Can we say "acquire" instead of "consolidate" – otherwise I think it's unclear what is actually happening...

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Wednesday, May 09, 2012 1:47 PM
To: Andrew Thibault
Subject: RE: 12-4648qst Final.docx

Andrew –

We tweaked just slightly. If I don't hear anything from Council by 3 p.m. then I will send an e-mail giving go ahead for the questions.

Debbie Tarry
Assistant City Manager
City of Shoreline
Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Wednesday, May 09, 2012 12:09 PM
To: Debbie Tarry
Subject: 12-4648qst Final.docx

Let me know if this was what you had in mind....

Eric Bratton

From: Debbie Tarry <dtarry@shorelinewa.gov>
Sent: Wednesday, May 09, 2012 3:05 PM
To: Andrew Thibault
Subject: Go ahead with poll

Hi Andrew –

I didn't get any comments from Council – so please go forward with the poll. Thanks.

Debbie Tarry
Assistant City Manager
City of Shoreline
Phone: 206-801-2212
E-Mail: dtarry@shorelinewa.gov

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Thursday, May 17, 2012 2:50 PM
To: Debbie Tarry
Subject: RE: Polling

Right now we are on track to have topline results to you Monday afternoon....

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Thursday, May 17, 2012 11:31 AM
To: Andrew Thibault
Subject: Polling

Hi Andrew –

I just wanted to check-in to see how the polling is going and when you think we will have the initial results.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

Eric Bratton

From: Debbie Tarry <dtarry@shorelinewa.gov>
Sent: Monday, May 21, 2012 4:29 PM
To: Andrew Thibault
Subject: FW: poll from the city?

Hi Andrew -

I wanted to pass along a couple of complaints we received regarding the SPU poll - this is one of them. This one is focused on the construction of the poll - I'm not looking for a formal response, but wanted to pass the information along to you.

Debbie Tarry
Assistant City Manager
City of Shoreline
Phone: 206-801-2212
E-Mail: dtarry@shorelinewa.gov

-----Original Message-----

From: Mark Relph
Sent: Monday, May 21, 2012 9:08 AM
To: Dick and Marjy Fiddler
Cc: Debbie Tarry
Subject: RE: poll from the city?

Mrs. Fiddler: I apologize if you were annoyed by the survey. Obviously, that is not what we want. The firm the City hired is well respected for such purposes, but I will pass on your comments to them.

If you do have any questions regarding this issue, you are more than welcome to email or call me.

Thank you for your consideration of this important issue.

Mark J. Relph, P.E.
Public Works Director
City of Shoreline, WA
17500 Midvale Avenue, N
Shoreline, WA 98133-4905
(206) 801-2401 (o)
(206) 801-2783 (f)

www.shorelinewa.gov

-----Original Message-----

From: Dick and Marjy Fiddler [<mailto:MDFIDDLER@COMCAST.NET>]
Sent: Friday, May 18, 2012 8:43 PM
To: Mark Relph
Subject: poll from the city?

I recently received a call from a polling group asking various questions about utilities and services in Shoreline, and then moving to statements about Shoreline's proposed purchase of SPU's water system in Shoreline and asking for my agreement level. It felt like a badly constructed push-poll which was trying to point out all the advantages of this proposed arrangement - using long statements of presumed advantages, and then asking for a response to something that wasn't a question. I couldn't get information about the purpose or sponsor of the poll, and I eventually was not willing to complete the poll.

I am inclined to support Shoreline's proposed action in this regard. However, I found the poll extremely annoying, and wonder if it is indeed the city which is conducting this poll. If it is, then I wonder if you realize how poorly (in my opinion) this poll is constructed and how it may antagonize rather than gain support for the project. If it is not, then I feel you need to know that this is taking place, if you do not already.

Thank you for your attention to my concern.

Marjorie Fiddler
2519 NW 192nd Place
Shoreline

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Tuesday, May 22, 2012 12:27 PM
To: Debbie Tarry
Subject: RE: SPU Survey of Residents - complaint on the folks conducting the survey

Thanks Debbie. We removed this interviewer from future EMC projects.

We will have topline results to you by the end of the day today. Thanks!

Andrew Thibault, Principal
EMC Research
811 First Avenue – Suite 451
Seattle, WA 98104
(206) 652-2454 x1

-----Original Message-----

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Monday, May 21, 2012 4:31 PM
To: Andrew Thibault
Subject: FW: SPU Survey of Residents - complaint on the folks conducting the survey

Hi Andrew -

Here is the other complaint that we received. This one seems more about the actual person they interacted with.

Debbie Tarry
Assistant City Manager
City of Shoreline
Phone: 206-801-2212
E-Mail: dtarry@shorelinewa.gov

-----Original Message-----

From: Eric Bratton
Sent: Monday, May 21, 2012 3:49 PM
To: Debbie Tarry
Subject: FW: SPU Survey of Residents - complaint on the folks conducting the survey.

FYI - We should pass this along to Andrew.

Eric Bratton
Management Analyst/PIO
City Manager's Office
City of Shoreline
17500 Midvale Ave N. | Shoreline, WA 98133
T: 206.801.2217 | C: 206.510.6313 | F: 206.546.2200 ebratton@shorelinewa.gov www.shorelinewa.gov

-----Original Message-----

From: Heidi Costello
Sent: Monday, May 21, 2012 3:40 PM
To: Eric Bratton
Subject: FW: SPU Survey of Residents - complaint on the folks conducting the survey

Heidi C.

-----Original Message-----

From: CRTeam
Sent: Monday, May 21, 2012 3:34 PM
To: Heidi Costello
Subject: SPU Survey of Residents - complaint on the folks conducting the survey

Help! Who should respond to this concern

Lorrie Jennings
City of Shoreline
Administrative Assistant
Customer Response Team
206-801-2260
ljennings@shorelinewa.gov

-----Original Message-----

From: webmaster@shorelinewa.gov [<mailto:webmaster@shorelinewa.gov>]
Sent: Monday, May 21, 2012 3:25 PM
To: CRTeam
Subject: Website Contact Form

Survey answers

Your Neighborhood
Hillwood [x]
How Should We Contact You? (Please provide necessary contact information below.)
Email [x]
Name:
Cheryl Mathisen
Address:
327 NW 193 ST
Phone:
206-542-4871
Email:
cheryl.mathisen@gmail.com

Comments:

Last week both my husband and I took part in a telephone survey regarding The City of Shoreline's purchase of Seattle Water. We're not sure who was responsible for this survey, but we'd like to report our experience with the callers. The woman who talked to my husband had difficulty reading the questions. He frequently repeated what he'd heard back to

her and she'd say, "Yea, that's what I meant." The woman who talked to me had problems with annunciation and I had to ask her to repeat her questions several times. If the city is conducting surveys like this, we hope that in the future they will hire more capable workers.

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Tuesday, May 22, 2012 8:19 PM
To: Debbie Tarry
Subject: Re: Topline results

Yes I'm free most of the afternoon.

Sent from my iPhone

On May 22, 2012, at 8:18 PM, "Debbie Tarry" <dtarry@shorelinewa.gov> wrote:

Thanks - will you be around to give you a call tomorrow?

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Tuesday, May 22, 2012 07:02 PM
To: Debbie Tarry
Subject: Topline results

Here they are...a couple of quick thoughts:

1. The city stills receives very strong performance ratings
2. A majority initially support the acquisition, but there is considerably uncertainty
3. Details about the process reassure residents and dramatically increase support

We'll start work on the report tomorrow. Is there a schedule for presentations?

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Thursday, May 24, 2012 12:19 PM
To: Debbie Tarry
Cc: Brian Vines; Ian Stewart; John Vicente
Subject: RE: Topline results

Yes, we'll get it to you by then.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Thursday, May 24, 2012 8:54 AM
To: Andrew Thibault
Cc: Brian Vines; Ian Stewart; John Vicente
Subject: RE: Topline results

Andrew –

Is it possible for you to send me the power point presentation that Ian will use Wednesday night by noon tomorrow? We'd like to send it out early to the committee – if not then we will just send the report you already sent. Let me know.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]

Sent: Wednesday, May 23, 2012 2:17 PM

To: Debbie Tarry

Cc: Brian Vines; Ian Stewart

Subject: RE: Topline results

I won't be able to attend on the 30th but Ian Stewart from our office can and I will be there on June 11th.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]

Sent: Wednesday, May 23, 2012 1:53 PM

To: Andrew Thibault

Cc: Brian Vines

Subject: Re: Topline results

Hi -

Will call later, but two dates for presentation are May 30 at 6:45 pm with our SPU citizen committee and June 11 at 7 pm with the City Council. Will those work?

Debbie Tarry

Assistant City Manager

City of Shoreline

(206) 801-2212

On May 23, 2012, at 9:10 AM, "Andrew Thibault" <andrew@emcresearch.com> wrote:

Sorry about that....It's fixed in this version.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]

Sent: Wednesday, May 23, 2012 8:23 AM

To: Andrew Thibault

Subject: RE: Topline results

Hi –

Could you take a look at questions 29 & 30 – The Don't Knows as a percentage of the total responses is not correct – may just be a copying error. Thanks.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]

Sent: Tuesday, May 22, 2012 7:02 PM

To: Debbie Tarry

Subject: Topline results

Here they are...a couple of quick thoughts:

1. The city stills receives very strong performance ratings
2. A majority initially support the acquisition, but there is considerably uncertainty
3. Details about the process reassure residents and dramatically increase support

We'll start work on the report tomorrow. Is there a schedule for presentations?

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

Eric Bratton

From: John Vicente <jvicente@shorelinewa.gov>
Sent: Friday, May 25, 2012 11:47 AM
To: Andrew Thibault
Cc: Brian Vines; Ian Stewart; Debbie Tarry
Subject: RE: Topline results

Hi Andrew

Is it possible to convert this to a power point presentation?

John

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Friday, May 25, 2012 9:43 AM
To: Debbie Tarry
Cc: Brian Vines; Ian Stewart; John Vicente
Subject: RE: Topline results

Here you go...

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Thursday, May 24, 2012 8:54 AM
To: Andrew Thibault
Cc: Brian Vines; Ian Stewart; John Vicente
Subject: RE: Topline results

Andrew –

Is it possible for you to send me the power point presentation that Ian will use Wednesday night by noon tomorrow? We'd like to send it out early to the committee – if not then we will just send the report you already sent. Let me know.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>].

Sent: Wednesday, May 23, 2012 2:17 PM

To: Debbie Tarry

Cc: Brian Vines; Ian Stewart

Subject: RE: Topline results

I won't be able to attend on the 30th but Ian Stewart from our office can and I will be there on June 11th.

Andrew Thibault, Principal

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811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Wednesday, May 23, 2012 1:53 PM
To: Andrew Thibault
Cc: Brian Vines
Subject: Re: Topline results

Hi -

Will call later, but two dates for presentation are May 30 at 6:45 pm with our SPU citizen committee and June 11 at 7 pm with the City Council. Will those work?

Debbie Tarry

Assistant City Manager

City of Shoreline

(206) 801-2212

On May 23, 2012, at 9:10 AM, "Andrew Thibault" <andrew@emcresearch.com> wrote:

Sorry about that....It's fixed in this version.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Wednesday, May 23, 2012 8:23 AM
To: Andrew Thibault
Subject: RE: Topline results

Hi --

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Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

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We'll start work on the report tomorrow. Is there a schedule for presentations?

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

<12-4648 Shoreline Toplines.pdf>

Eric Bratton

From: John Vicente <jvicente@shorelinewa.gov>
Sent: Friday, May 25, 2012 12:00 PM
To: Andrew Thibault
Subject: RE: Topline results

Thank you.

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Friday, May 25, 2012 11:59 AM
To: John Vicente
Subject: Re: Topline results

Yes it is a converted ppt. I will send you the ppt file when I get back to the office.

Sent from my iPhone

On May 25, 2012, at 11:50 AM, "John Vicente" <jvicente@shorelinewa.gov> wrote:

Sorry, should have emphasized

A power point for the May 30th meeting. I don't need it now.

John

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Friday, May 25, 2012 9:43 AM
To: Debbie Tarry
Cc: Brian Vines; Ian Stewart; John Vicente
Subject: RE: Topline results

Here you go...

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]

Sent: Thursday, May 24, 2012 8:54 AM

To: Andrew Thibault

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Subject: RE: Topline results

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Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

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Sent: Wednesday, May 23, 2012 2:17 PM

To: Debbie Tarry

Cc: Brian Vines; Ian Stewart

Subject: RE: Topline results

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Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

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City of Shoreline

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Eric Bratton

From: John Vicente <jvicente@shorelinewa.gov>
Sent: Friday, May 25, 2012 1:10 PM
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Thank you!

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
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Here you go...

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Sent: Friday, May 25, 2012 9:43 AM
To: Debbie Tarry
Cc: Brian Vines; Ian Stewart; John Vicente
Subject: RE: Topline results

Here you go...

Andrew Thibault, Principal

EMC Research

811 First Avenue -- Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Thursday, May 24, 2012 8:54 AM
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Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

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Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]

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Cc: Brian Vines

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Debbie Tarry

Assistant City Manager

City of Shoreline

(206) 801-2212

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Andrew Thibault, Principal

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Seattle, WA 98104

(206) 652-2454 x1

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To: Andrew Thibault

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Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

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Sent: Tuesday, May 22, 2012 7:02 PM

To: Debbie Tarry

Subject: Topline results

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Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

<12-4648 Shoreline Toplines.pdf>

Eric Bratton

From: Ian Stewart <ian@emcresearch.com>
Sent: Wednesday, May 30, 2012 2:59 PM
To: Debbie Tarry
Subject: RE: Meeting tonight - moved to Council Chambers

Thanks.

Ian Stewart

EMC Research

(206) 652-2454 x 2

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Wednesday, May 30, 2012 2:32 PM
To: Ian Stewart
Subject: Meeting tonight - moved to Council Chambers

Ian --

Wanted to let you know that the meeting tonight is on the 1st floor in the Council Chambers instead of Room 301.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

Eric Bratton

From: Dione Say <dione@emcresearch.com>
Sent: Wednesday, May 30, 2012 3:32 PM
To: Heidi Costello
Cc: Andrew Thibault; Brian Vines
Subject: Invoice from EMC Research
Attachments: Inv_8111_from_EMCR_Research_Inc._3916.pdf

To Ms. Costello :

Your research invoice is attached. We appreciate payment at your earliest convenience. Please let us know if you have any questions or need any additional information.

Thank you for your business and have a nice afternoon!

Sincerely,

Dione Say
Bookkeeper
EMC Research, Inc.
510-844-0680 x 303

Eric Bratton

From: Sharon Oshima <soshima@shorelinewa.gov>
Sent: Wednesday, May 30, 2012 3:38 PM
To: dione@emcresearch.com
Subject: City of Shoreline Billing Voucher
Attachments: ExhibitBBillingVoucherOnly[1].docx

Hi Dione,

Please find attached our Billing Voucher. Please let me know if you have any questions or need further assistance.

Thank you,

Sharon Oshima
Administrative Assistant
City of Shoreline | Administrative Services
17500 Midvale Ave N | Shoreline, WA 98133-4905
d: 206-801-2302 | f: 206-546-7870
soshima@shorelinewa.gov
cityofshoreline.com

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Thursday, June 07, 2012 3:54 PM
To: Debbie Tarry; Ian Stewart
Cc: Brian Vines; John Vicente
Subject: RE: Topline results

Hey Debbie,

Just wanted to check in and see if we need to get any other meetings on our calendar in the near future. Thanks!

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Tuesday, May 29, 2012 1:02 PM
To: Ian Stewart
Cc: Brian Vines; John Vicente; Andrew Thibault
Subject: RE: Topline results

Hi Ian –

We will have the projector set-up and will use the power point that Andrew sent – unless you have any updates. The meeting will start at 6:30 p.m. – the polling report is scheduled for 7 p.m. (that is why I said 6:45 p.m. – to give some wiggle room if we got there sooner). The meeting is in room 301 (third floor of City

Hall). I'm attaching a link to the agenda and packet – just in case you want to see what is on the agenda. You can park anywhere in the parking garage. See you tomorrow night.

<http://shorelinewa.gov/Modules/ShowDocument.aspx?documentid=11307>

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Ian Stewart [<mailto:ian@emcresearch.com>]

Sent: Tuesday, May 29, 2012 11:32 AM

To: Debbie Tarry

Cc: Brian Vines; John Vicente; Andrew Thibault

Subject: RE: Topline results

Hi Debbie. I'll see you tomorrow night at 6:45 at 17500 Midvale Avenue N.

Do you need me to bring anything with me or will you have the presentation on a projector?

Thanks.

Ian Stewart

EMC Research

(206) 652-2454 x 2

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]

Sent: Thursday, May 24, 2012 8:54 AM

To: Andrew Thibault
Cc: Brian Vines; Ian Stewart; John Vicente
Subject: RE: Topline results

Andrew –

Is it possible for you to send me the power point presentation that Ian will use Wednesday night by noon tomorrow? We'd like to send it out early to the committee – if not then we will just send the report you already sent. Let me know.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Wednesday, May 23, 2012 2:17 PM
To: Debbie Tarry
Cc: Brian Vines; Ian Stewart
Subject: RE: Topline results

I won't be able to attend on the 30th but Ian Stewart from our office can and I will be there on June 11th.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Wednesday, May 23, 2012 1:53 PM
To: Andrew Thibault
Cc: Brian Vines
Subject: Re: Topline results

Hi -

Will call later, but two dates for presentation are May 30 at 6:45 pm with our SPU citizen committee and June 11 at 7 pm with the City Council. Will those work?

Debbie Tarry

Assistant City Manager

City of Shoreline

(206) 801-2212

On May 23, 2012, at 9:10 AM, "Andrew Thibault" <andrew@emcresearch.com> wrote:

Sorry about that....It's fixed in this version.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Wednesday, May 23, 2012 8:23 AM
To: Andrew Thibault
Subject: RE: Topline results

Hi –

Could you take a look at questions 29 & 30 – The Don't Knows as a percentage of the total responses is not correct – may just be a copying error. Thanks.

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Tuesday, May 22, 2012 7:02 PM
To: Debbie Tarry
Subject: Topline results

Here they are...a couple of quick thoughts:

1. The city stills receives very strong performance ratings
2. A majority initially support the acquisition, but there is considerably uncertainty
3. Details about the process reassure residents and dramatically increase support

We'll start work on the report tomorrow. Is there a schedule for presentations?

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

<12-4648 Shoreline Toplines.pdf>

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Monday, June 11, 2012 6:51 PM
To: Debbie Tarry
Subject: Re: June 11 Council Meeting

I'm downstairs.

Sent from my iPhone

On Jun 11, 2012, at 1:33 PM, "Debbie Tarry" <dtarry@shorelinewa.gov> wrote:

Andrew –

Can you send this to me in power point version so we can load on the computer for tonight?

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Thursday, June 07, 2012 4:34 PM
To: Julie Underwood
Cc: Mark Relph; Debbie Tarry; John Vicente; Carolyn Wurdeman; Heidi Costello
Subject: RE: June 11 Council Meeting

I'll be there! Here's the latest version of the report.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Julie Underwood [<mailto:junderwood@shorelinewa.gov>]

Sent: Thursday, June 07, 2012 4:28 PM

To: Andrew Thibault

Cc: Mark Relph; Debbie Tarry; John Vicente; Carolyn Wurdeman; Heidi Costello

Subject: June 11 Council Meeting

Hi Andrew-

I wanted to follow up about you attending this Monday's Council meeting (June 11) to present the polling results. The meeting starts at 7:00, the presentation will probably start around 7:15/7:20. Please confirm that you can make it. It's important that our Council hear directly from the expert! Also, do we have your latest presentation? We'll want to make sure our Council has it.

Thanks,

Julie

Julie T. Underwood

City Manager

City of Shoreline

www.shorelinewa.gov

(206) 801-2213

Eric Bratton

From: Andrew Thibault <andrew@emcresearch.com>
Sent: Monday, June 11, 2012 1:43 PM
To: Debbie Tarry
Subject: RE: June 11 Council Meeting
Attachments: 12-4648 Draft Report.pptx

Here you go...

From: Debbie Tarry [<mailto:dtarry@shorelinewa.gov>]
Sent: Monday, June 11, 2012 1:33 PM
To: Andrew Thibault
Subject: RE: June 11 Council Meeting

Andrew --

Can you send this to me in power point version so we can load on the computer for tonight?

Debbie Tarry

Assistant City Manager

City of Shoreline

Phone: 206-801-2212

E-Mail: dtarry@shorelinewa.gov

From: Andrew Thibault [<mailto:andrew@emcresearch.com>]
Sent: Thursday, June 07, 2012 4:34 PM
To: Julie Underwood
Cc: Mark Relp; Debbie Tarry; John Vicente; Carolyn Wurdeman; Heidi Costello
Subject: RE: June 11 Council Meeting

I'll be there! Here's the latest version of the report.

Andrew Thibault, Principal

EMC Research

811 First Avenue – Suite 451

Seattle, WA 98104

(206) 652-2454 x1

From: Julie Underwood [<mailto:junderwood@shorelinewa.gov>]

Sent: Thursday, June 07, 2012 4:28 PM

To: Andrew Thibault

Cc: Mark Relph; Debbie Tarry; John Vicente; Carolyn Wurdeman; Heidi Costello

Subject: June 11 Council Meeting

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Thanks,

Julie

Julie T. Underwood

City Manager

City of Shoreline

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