



PROFESSIONAL SERVICES AGREEMENT ReconMR LLC – Kirkland Community Survey

The City of Kirkland, Washington, a municipal corporation (“City”) and ReconMR LLC, whose address is 135 S. Guadalupe, San Marcos, Texas 78666 (“Consultant”), in consideration of the mutual benefits and conditions set forth below, agree and contract as follows.

I. SERVICES BY CONSULTANT

- A. The Consultant agrees to perform the services described in Attachments A and B to this Agreement (“Services”), which attachments are incorporated herein by reference.
- B. The Services shall be performed in accordance with the ordinary and reasonable care, skill, and diligence that a competent professional in the same field would exercise under similar circumstances.

II. COMPENSATION

- A. The total compensation to be paid to Consultant for these Services shall not exceed **\$60,250**, as detailed in Attachments A and B.
- B. Payment to Consultant by the City in accordance with the payment ceiling specified above shall be the total compensation for all Services performed under this Agreement and supporting documents hereto as well as all subcontractors’ fees and expenses, supervision, labor, supplies, materials, equipment or the use thereof, reimbursable expenses, and other necessary incidentals.
- C. The Consultant shall be paid on the basis of invoices submitted. Invoicing will be on the basis of percentage complete or on the basis of time, whichever is applicable in accordance with the terms of this Agreement.
- D. If the City objects to any portion of an invoice, it will notify the Consultant. In the event of an invoice dispute, the City will timely pay any undisputed portion of the invoice, and the parties will promptly make reasonable efforts to resolve the disputed portion. The City shall have the right to withhold payment to the Consultant for any services not completed in a satisfactory manner until such time as the Consultant modifies such services to the satisfaction of the City.
- E. Unless otherwise specified in this Agreement, any payment shall be considered timely if a warrant is mailed or is available within 30 days of the date of actual receipt by the City of an invoice conforming in all respects to the terms of this Agreement.

III. GENERAL ADMINISTRATION AND MANAGEMENT

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

IV. DURATION

The estimated completion date for the Consultant's performance of the services specified in Section I is **June 30, 2026**. For purposes of paying final invoices and finalizing services, this contract expires on **August 31, 2026**.

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

V. OWNERSHIP OF WORK PRODUCT

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

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

at its expense, using its own or outside auditors, of the Consultant's activities which relate, directly or indirectly, to the Agreement.

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

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

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

VI. TERMINATION OF AGREEMENT

The City or the Consultant may terminate or suspend this Agreement at any time, with or without cause, by giving ten (10) days' notice to the other in writing. In the event of termination, all finished or unfinished reports, or other material prepared by the Consultant pursuant to this Agreement, shall be provided to the City. In the event the City terminates prior to completion without cause, Consultant may complete such analyses and records as may be necessary to place its files in order. Consultant shall be entitled to receive just and equitable compensation for any satisfactory services completed on the project prior to the date of termination, not to exceed the payment ceiling set forth above.

VII. SUCCESSORS AND ASSIGNS

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

VIII. NONDISCRIMINATION

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

IX. HOLD HARMLESS/INDEMNIFICATION

- A. To the greatest extent allowed by law the Consultant shall defend, indemnify, and hold the City, and its officers, officials, employees, and volunteers (together "Indemnified Parties") harmless from any and all claims, injuries, damages, losses or suits (including reasonable attorney fees and costs), arising out of or in connection with performance of this Agreement, except for injuries and damages caused by the sole negligence of the Indemnified Parties.
- B. 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 the Services or bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of Consultant and the Indemnified Parties, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence.
- C. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Title 51 RCW, Washington's industrial insurance law, solely for the purpose of this indemnification. This waiver has been mutually negotiated by the parties.
- D. The provisions of this section shall survive the expiration or termination of this Agreement.

X. LIABILITY INSURANCE COVERAGE

The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property that may arise from or in connection with the performance of the work hereunder by the Consultant and/or its agents, representatives, or employees. A failure to obtain and maintain such insurance or to file required certificates and endorsements shall be a material breach of this Agreement.

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

A. Minimum Scope and Amounts of Insurance. Consultant shall obtain and maintain insurance of the types and limits described below:

- 1. Commercial General Liability insurance shall be as least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO CG 20 26.
 - a. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate.
- 2. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be as least as broad as Insurance

Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

- a. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
4. Professional Liability insurance appropriate to the Consultant's profession.
 - a. Professional Liability insurance shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.

B. Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability and Commercial General Liability insurance:

1. The Consultant's insurance coverage shall be primary insurance as respects the City. Any insurance, self-insurance, or self-insured pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.
2. The Consultant shall provide the City and all Additional Insureds for the Services with written notice of any policy cancellation, within two business days of Consultant's receipt of such notice.

C. Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.

D. Verification of Coverage

Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the Services.

E. Failure to Maintain Insurance

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

F. City Full Availability of Consultant Limits

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

XI. COMPLIANCE WITH LAWS/BUSINESS LICENSE

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

XII. FUTURE SUPPORT

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

XIII. INDEPENDENT CONTRACTOR

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

XIV. EXTENT OF AGREEMENT/MODIFICATION

This Agreement, together with all attachments and addenda, represents the final and completely integrated Agreement between the parties regarding its subject matter and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended only by written instrument properly signed by both parties. The terms of this Agreement supersede any conflicting provisions contained in any attachments and/or addenda.

XV. ADDITIONAL WORK

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

XVI. NON-ENDORSEMENT

As a result of the selection of a consultant to supply services to the City, the

Consultant agrees to make no reference to the City in any literature, promotional material, brochures, sales presentation, or the like without the express written consent of the City. However, notwithstanding the foregoing, the City consents to the Consultant including information describing the Consultant's participation in this project in bids, statements of qualifications, or other similar proposals submitted to other municipal, governmental, or similar project sponsor, so long as the information included is factually accurate.

XVII. NON-COLLUSION

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

XVIII. WAIVER

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

XIX. DEBARMENT

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

XX. GOVERNING LAW AND VENUE

This Agreement shall be interpreted in accordance with the laws of the State of Washington. The Superior Court of King County, Washington, shall have exclusive jurisdiction and venue over any legal action arising under this Agreement.

XXI. DISPUTE RESOLUTION

All claims, counterclaims, disputes, and other matters in question between City and Consultant arising out of or relating to this Agreement shall be referred to the City Manager or a designee for determination, together with all pertinent facts, documents, data, contentions, and other information. The City Manager or designee shall consult with Consultant's representative and make a determination within thirty (30) calendar days of such referral. No civil action on any claim, counterclaim, or dispute may be commenced until thirty (30) days following such determination. Nothing herein waives any requirements of Chapter 4.96 RCW, if applicable.

XXII. SEVERABILITY

Any provision or part of the Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken. Unless such stricken provision goes to the essence of the consideration bargained for by a party, all remaining provisions shall continue to be valid and binding upon the parties, and the parties 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.

XXIII. EFFECTIVE DATE

This Agreement shall be deemed effective on the last date signed below.

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

CONSULTANT:

CITY OF KIRKLAND:

Signature: MICHELLE VRUDHULA

Signature: Tracey P. Dunlap

Printed Name: MICHELLE VRUDHULA

Printed Name: Tracey Dunlap

Title: COO

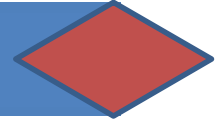
Title: Deputy City Manager of Operations

Date: 04/10/2026

Date: 04/12/2026

Attachment A

TECHNICAL PROPOSAL FOR:



City of Kirkland, Washington
Kirkland Community Survey (Job #05-26-CMO)
March 16, 2026



SUBMITTED TO:

Jacinda Guild, Purchasing Agent
123 5th Ave
Kirkland, WA 98033
purchasing@kirklandwa.gov

SUBMITTED BY:

Michelle Vrudhula, COO
ReconMR, LLC
135 S Guadalupe
San Marcos, Texas 78666
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MICHELLE VRUDHULA



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Executive Summary

To support the City of Kirkland's ongoing research efforts since 2012, ReconMR is pleased to submit our proposal in response to the RFP "Kirkland Community Survey" (Job #05-26-CMO). ReconMR is a full-service market research supplier with 30+ years of experience conducting scientifically-valid surveys for municipalities, government agencies, academic institutions, utilities, and corporate clients, among many others. The City of Kirkland (the City) will benefit from the best overall value with the highest quality services offered by our proposal.

As detailed below, our proposal provides the following advantages for the City:

- Deep experience with community surveys for municipalities, including numerous in Washington; supported by key project staff with local knowledge from Edmonds WA.
- Large randomly-selected probability sample (N=1,000) and data collection procedures to ensure a representative survey sample with precise measurements
- Careful and collaborative project management, including biweekly project updates (weekly if preferred)
- Advanced statistical analysis, including Quad Charts, and online dashboards for easy access to the data for City decision-makers and can be published on City websites
- Deeper insights and recommendations for action
- In-person presentations of results available
- All-in cost of \$55,250, inclusive of an open community engagement public survey access

Statement of Interest/Understanding

The City of Kirkland seeks to gather representative input from the community to inform the Kirkland City Council and City staff of priorities of the Kirkland community on the public services provided by the City. The following sections present our firm's qualifications and business experience and our proposed work plan, which includes our proposal technical approach, staffing, and schedule, followed by our project cost proposal, the examples of relevant projects, and the three client references. Our staff from the Edmonds office, has extensive experience in conducting random-sampled representative surveys for municipal clients that uncover unique challenges and issues faced by communities like Kirkland. We are confident that the City will benefit from collaborating with us to receive actionable insights for your policy decision-making via our client-centric and scientifically rigorous research services.

Description of Qualifications

ReconMR was founded in 1994 with offices and headquarters located in San Marcos, Texas. It has expanded to include additional regional offices in New York, Washington, and California. We recently integrated the Siena Research Institute (SRI) into our team in January 2026. Our 15 full-time research staff members work remotely across the country, including two senior staff based in Edmonds, offering dedicated local client support. The research staff is backed by three call centers with more than 1,000 professionally trained interviewers and approximately 50 full-time research support staff, including programmers, quality managers, and supervisors.

For over 30 years, we have conducted survey research projects for a wide range of clients, including municipalities, utility companies, media outlets, universities, and transportation authorities. **We have deep experience in the public sector community research.**

As our core expertise and service capability, ReconMR recommends a multilingual and multimodal data collection process that combines a cost-effective approach with one that will generate a representative sample of the surveyed population. We optimize a combination of email, mail, phone, and texting for each project that maximizes the access and opportunity for all survey respondents, including the hard-to-reach segments, while minimizing non-response bias. Conducting research and recruitment outreach in both English and Spanish has also become relatively standard procedure.

Exhibit 1: Recognition of ReconMR Data Collection Capabilities and Rigor

ReconMR Named Data Collection Provider for Gallup's U.S. Phone Survey Work in February 2025

Gallup, a major national insights organization recently entrusted us with all of their U.S.-based telephone interviewing because of our unmatched quality and rigor – we're quite proud of it. It's our dedication to methodology and our understanding of our clients' needs that has positioned us as a premier partner for clients like University of Washington, and City of Renton, WA.

ReconMR's Relevant Project Experience

City of Renton Community Survey (2023, 2025); Business Survey (2023); Budget Survey (2024)

Supporting City of Renton, WA for many years, ReconMR recently conducted four survey research projects to collect feedback from residents about their priorities for the City; satisfaction with the community and the government services; and from local businesses about the potential policy impacts on their business operations. Working closely with Renton, we designed the instruments for all four studies and developed the work plan for data collection and analysis. Regarding specifically the Community and Budget Surveys, we used an addressed-based sample (ABS) to target all residential addresses in Renton by a multimodal contact strategy, recruiting respondents via postal mail, email, text message and phone call. The data collection for the 2025 Community Survey was completed in **four weeks** between May and June 2025, resulting in **659 completes with a $\pm 3.8\%$ margin of error** at 95% confidence level.

City of Maple Valley Community Survey (2022, 2025)

Collaborating closely with the City of Maple Valley, WA, ReconMR conducted the inaugural community survey in 2022 and a subsequent survey in 2025 to collect residents' feedback on the community well-being and performance of the City. With input from Maple Valley, we designed the survey instrument to understand residents' opinions about the quality of life in the city, including topics like perceived safety and use of public infrastructure. For the 2025 Community Survey, we employed an ABS sample to target all residential addresses in Maple Valley by a multimodal recruitment strategy, soliciting survey participation via postal mail,

email, text message and phone call. The most recent data collection was fielded between September and October 2025 for **four weeks**, resulting in **1,128 completed surveys** with a **± 3.0% margin of error** at 95% confidence level. The ReconMR team also prepared and presented the survey findings to the Maple Valley Council Meeting in January 2026, reporting the trends of the community's well-being over the past two years.

City of Bellevue Budget Surveys (2008–2024); Business Surveys (2015 –2023); Online Community Report Panel (2024)

The City of Bellevue is our longest-running current client. Our Edmonds office has been supporting Bellevue since 2008, resulting in a large project portfolio covering a variety of research topics. Specifically, we have been conducting a series of budget surveys, community priority surveys, comprehensive plan update surveys, and biennial business surveys to gather the opinions of residents and local businesses about the performance of city services and the sentiment toward the community at large and the business environment. We supported Bellevue to build the Online Community Report Panel, with 730 committed panelists, to collect feedback from the community in more depth about city projects, plans, and policies to further foster community engagement. We consistently use the same ABS approach with multimodal recruitment strategy to conduct Bellevue's resident-facing surveys. The 2024 Budget Survey was conducted between December 2023 and January 2024 for five weeks, resulting in **1,377 completed surveys** with a **± 2.6% margin of error** at 95% confidence level.

Key Project Staff

The experience of our staff is a key competitive advantage for ReconMR. Our project team averages 20+ years of marketing research, including senior project managers with decades of specialized experience working with public sector research like community surveys. Our agile organizational structure provides collaborative resources in project management, data collection, and IT, serving clients with high efficiency, careful attention to project details, and responsive communication.

Account Manager/Vice President of Consumer Insights and Solutions: Nathan Wiggin

Nathan leads ReconMR's public sector practice. He brings over 20 years of experience and a wealth of knowledge in managing public sector research projects to this role. His expertise lies in designing complex study and translating analytics into actionable insights to support business decision making for his clients in public policy, transportation, and environmental sectors. Nathan's long-term clients include the City of Renton, WA, the City of Maple Valley, WA, King County Metro, the University of Washington, the City of Bellevue, WA, and the Town of Castle Rock, CO.

Project Manager/Senior Research Analyst: Lindsey Hendren, PhD

Lindsey manages research project execution, ensuring timelines and budgets are met while collaborating closely with senior team members. With advanced training in quantitative methods, she has conducted analyses ranging from descriptive statistics to multi-level modeling. Lindsey has served clients across government, non-profit, and academic sectors.

Field Manager/Senior Project Director: Vivian Daigler, PMP

Vivian has more than 10 years of experience in survey research. Vivian has extensive experience in questionnaire design and working with CATI, web, and mail surveys as well as mobile app and GPS technology data collection. She has a broad understanding of survey research project management, including survey operations and methodologies. Vivian holds a Professional Project Manager certification through the Project Management Institute.

Work Plan and Research Approach

To support the City of Kirkland's ongoing biennial effort to conduct a community survey with a requested representative sample of residents, ReconMR recommends targeting 1,000 completed surveys with the research design detailed in following sections.

Sampling methodology

In collaboration with our sample vendor, ReconMR recommends using address-based sampling (ABS) methodologies to reach representative samples of the City's 38,908 households. Our operational ABS sampling frame includes the latest generation of mailing addresses maintained by the United States Postal Services with a long list of ancillary data (such as phone numbers and demographic information) from both commercial databases and the Census Bureau being appended to the sample records by our vendor. We recommend obtaining approximately 20,000 household records for the operational sampling frame for the City's Community Survey. In the final sample for the study, approximately 65% of the sample records will include a phone number and up to 90% will also include demographic data of the residents associated with the address.

Survey Instrument Development

Collaborating closely with the City, ReconMR will first produce a draft survey instrument based on the existing instrument from the most recently fielded community survey. Our team will gather and synthesize feedback from the City to finalize the 2026 Community Survey instrument for data collection. This initial setup will be accomplished by a series of meetings, including project kickoff, dedicated to the design of the survey instruments with the assumed length of 10-15 minutes. We then will work with the City to program and pretest a mixed-mode (web and phone) survey instrument to (1) enable the multimodal recruitment strategy, (2) maximize response rate and representation, and (3) ensure its accessibility and ADA compliance. The survey instrument can be translated and fielded in multiple languages as an optional service if needed (See the Project Cost Proposal section for pricing details).

Recruitment Strategy and Data Collection Plan

For the City's residents in our ABS sample, our recommended recruitment strategy consists of maximum of five contacts per sample record for the residents, which includes one mailing of invitation postcard, one mailing of reminder postcard, followed by up to two reminder text message and up to two phone calls for converting non-respondents.

Exhibit 2: Example of Invitation Postcard



With input from the City, ReconMR will design the recruitment messaging materials for the invitation and reminders. The content will present the study information, including (1) endorsement by appropriate officials from the City, (2) assurances of confidentiality, privacy, and consent, and (3) instructions on how to access and complete the survey, the survey URL, a unique survey ID code, and a QR code that can be scanned with a cell phone to directly access the online survey by their device (e.g., Exhibit 2).

Seven days after the initial survey invitation, samples that have not responded will be sent a reminder with their passcode, a QR code and web link by text (limited to those who we have phone records in the sampling frame). We will also start the phone call operation as the last step to convert nonrespondents to achieve the targeted 1,000 completed surveys. After concluding the data collection from the ABS

sample, ReconMR recommends the City post the URL of the 2026 Community Survey on its website and other communication channels to further promote participation from the residents. Data collected from this final open engagement phase will be analyzed separately, and we will integrate the findings into the insights extracted from the analysis of the representative ABS sample data.

Analysis and Reporting

ReconMR plans on a weekly/bi-weekly project status update meeting for the duration of the project. We will also plan to submit weekly data collection status reports during the field period. These mechanisms consist of our main risk mitigation strategy, and we will adjust our recruitment outreach to ensure a representative sample. After data collection has been completed, a final dataset will be prepared and delivered on a mutually agreeable timeline. We anticipate a timeline of approximately three days for data processing. The dataset will be electronically transferred via appropriate encryption measures.

Once the data collection is concluded, ReconMR will conduct statistical analysis on the survey data and draft a research report that will identify trends of resident satisfaction with City services and community priorities for the City’s review and input. The report will incorporate data visualization and various graphics, such as quad charts, to communicate research findings and present actionable insights. We will then incorporate your input to complete the analysis to prepare the final written report and a public-facing presentation to stakeholders at the City Council’s budget retreat on May 29, 2026.

As our standard operation procedure and our effort to maximize cost efficiency and transparency for dissemination, ReconMR will produce and store the research report in Displayr, a versatile, user-friendly tool designed specifically for survey research. The report will be presented as an interactive dashboard as the default configuration via a publicly accessible URL; and the dashboard includes the functionality to export the report into a PDF format or other format as a standalone printable document for dissemination. The dashboard also enables transparency throughout the project, providing the City with automatic updates on the progress of data collection.

Deliverables

Throughout the course of the project, ReconMR will prepare the following deliverables as requested in the RFP.

- Draft and final survey instruments
- A sampling plan and data collection methodology
- Progress updates at agreed-upon milestones
- A final report summarizing findings, trends, and actionable recommendations, including quad charts to identify City priorities
- An oral presentation of survey findings at the City's Budget Retreat
- Cleaned data files and visual presentation materials (charts, slides, and summaries).

Project Timeline

The proposed project timeline assumes a start date of early April for implementing all required tasks listed in the RFP, anchoring on the week of April 6 for illustrative purposes below.

- **Project Kickoff – Week of April 6**
 - Kickoff meeting with City
 - City provides existing survey instruments from recent community surveys
 - City attends Kickoff Meetings, reviews and approves Work Plan, confirms communication cadence for the project.
- **Survey Design, Approval, & Testing – Week of April 20**
 - City attends meetings, reviews and approves instrument and recruitment materials
- **Data Collection Fieldwork – Week of April 27**
 - City attends weekly progress meetings.
 - City meets to participate in developing report/dashboard that meets its needs.
- **Analysis and reporting – Week of May 11.**
 - Draft report and presentation slides delivered to City for feedback – Week of May 18
 - Final presentation delivered to City – May 27
 - City reviews draft reports and presentation slides and provide feedback
- **Oral Presentation – May 29**
- **Final Report and Presentation – Week of June 1.**
 - City reviews and approves the final report and deliverables.

Project Staff

Name	Title	Project Role	Experience (Years)
Key staff			
Nathan Wiggin	Vice President	Account Manager	20
Vivian Daigler, PHP	Sr Project Director	Field Manager	25
Lindsey Hendren, PhD	Sr. Research Analyst	Project Manager	5
Project Supervision			
Christian Riepe	Sr. Vice President	Project Supervision	28
Michelle Vrudhula	COO	Admin Oversight	30

Project Cost Proposal

Line-Item Budget for Recommended Approach	Cost
Professional Services – Community Survey	\$24,000.00
Direct Costs	
Sample Purchase (20,000 records residential addresses within the City of Kirkland with phone and email contact information appended)	\$4,140.00
Printing & Postage	\$18,060.00
Address-Based Sample Multimodal Data Collection	\$8,550.00
Displayr Dashboard platform fee	\$500.00
[Optional] Translation per language (recruitment materials, phone scripts, and survey instrument)	\$1,250.00
Total Cost – Recommended Approach with Required Items Only	\$55,250.00

Examples of Relevant Projects

This section presents, besides the projects highlighted in the Relevant Project Experience Section, a list of selected relevant project examples and two project deliverable screenshots with publicly accessible links of the full report in ReconMR’s extensive portfolio. Additional examples are available upon request.

Exhibit 3: Selected Project Examples of Public Section Research Projects

Selected Community Surveys
Town of Castle Rock, CO Community Survey (2023 and 2025), repeat clients
City of Lafayette, CO Community Survey (2021 and 2023), repeat client
Town of Cape Elizabeth, ME Community and Housing Study (2023)
City of Bothell, WA Budget Survey (2022), short timeline to accommodate Council Retreat

Selected Public Sector Research for Local Government Agencies

City and County of Honolulu, HI – Flood Insurance Market Research & Outreach (2024),

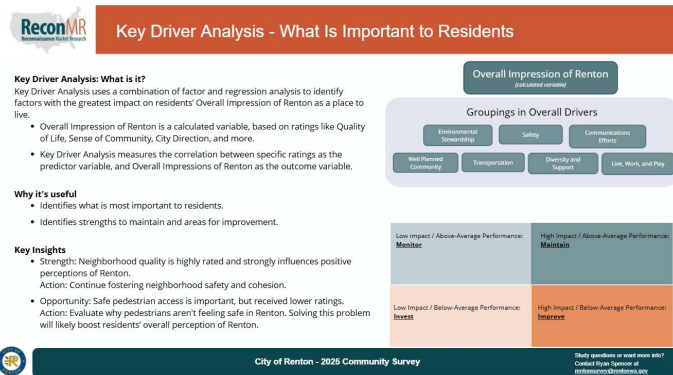
City of Bellingham, WA – Lake Whatcom Watershed Survey (2024)

Edwards Aquifer Authority, TX – Edwards Aquifer Awareness and Attitudinal Study (2024)

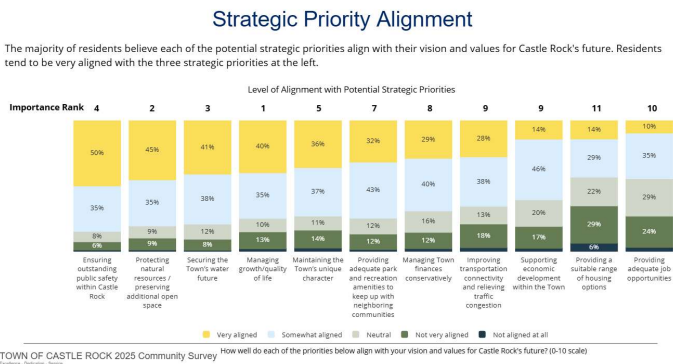
City of Bothell, WA, WA – Stormwater Survey (2024)

Exhibit 4: Selected Examples of Project Reports and Presentations

City of Renton Community Survey (2025)
[\[https://bit.ly/rmr_example001\]](https://bit.ly/rmr_example001)



Town of Castle Rock, CO Community Survey (2025)
[\[https://bit.ly/rmr_example002\]](https://bit.ly/rmr_example002)



References

City of Renton, WA	City of Maple Valley, WA	City of Bellevue
Ryan Spencer Organizational Development Manager rspencer@rentonwa.gov 425-430-6948	Sarah Brenden Communication Specialist Sarah.Brenden@maplevalley.wa.gov 425-413-8800, Ext. 622	Micah Phillips Performance & Outreach Coordinator mphillips@bellevuewa.gov 425-452-6994

By submitting our proposal, ReconMR affirms our acceptance of the City's terms and conditions and our compliance with Title VI, Title IX, ADA, and applicable laws.

Abby Harrod

Attachment B

From: David Wolbrecht
Sent: Monday, March 30, 2026 11:33 AM
To: Abby Harrod
Subject: RE: Kirkland Community Survey – Job # 06-26-CMO (from ReconMR)

Hi Abby – for this one, I'd like to have 4 additional languages per the “[Optional]” line item on page 9.

\$1,250 each, so an additional \$5K to the contract amount. Total contract = \$60,250.

Thanks!
David

From: Abby Harrod <AHarrod@kirklandwa.gov>
Sent: Tuesday, March 24, 2026 11:23 AM
To: David Wolbrecht <DWolbrecht@kirklandwa.gov>
Subject: RE: Kirkland Community Survey – Job # 06-26-CMO (from ReconMR)

Will do! Might not get to it until Friday or Monday, just FYI!



Abby Harrod (They/She)
Administrative Assistant
City Manager's Office
City of Kirkland
425.587.3016
aharrod@kirklandwa.gov

From: David Wolbrecht <DWolbrecht@kirklandwa.gov>
Sent: Tuesday, March 24, 2026 10:12 AM
To: Abby Harrod <AHarrod@kirklandwa.gov>
Subject: FW: Kirkland Community Survey – Job # 06-26-CMO (from ReconMR)

Hi Abby – can you please start working up our standard PSA for this consultant?

Thanks,
David

From: Jacinda Guild <jguild@kirklandwa.gov>
Sent: Tuesday, March 17, 2026 7:54 AM
To: David Wolbrecht <DWolbrecht@kirklandwa.gov>
Subject: Fw: Kirkland Community Survey – Job # 06-26-CMO (from ReconMR)

From: Y. Patrick Hsieh, Ph.D. <Patrick.Hsieh@ReconMR.com>
Sent: Monday, March 16, 2026 12:50 PM
To: Purchasing Account <purchasing@kirklandwa.gov>
Cc: Michelle Vrudhula <michelle.vrudhula@reconmr.com>; Sam Fleishman <Sam.Fleishman@reconmr.com>; Christian Riepe <Christian.Riepe@reconmr.com>
Subject: Kirkland Community Survey – Job # 06-26-CMO (from ReconMR)

CAUTION/EXTERNAL: This email originated from outside the City Of Kirkland. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello,

I hope this message finds you well. Please find the attached research proposal from ReconMR for the solicitation (Job # 06-26-CMO) of Kirkland Community Survey. Please feel free to contact us if you have any questions or would like to request additional information from us.

Thanks,

Patrick

Y. Patrick Hsieh, Ph.D.

Principal Research Scientist

office: 512-757-8100

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Siena University Research Institute, the nationally recognized polling institute, is now a division of ReconMR

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