

CONTRACT

This Contract is entered into this 9th day of April, 2024, by, and between, the County of Ventura, a political subdivision of the State of California, hereinafter called "County" and EMC Research, Inc., hereinafter called "Contractor."

WITNESSETH

WHEREAS, on January 26, 2024, County requested proposals for Public Opinion Research Services seeking public polling services for a potential local housing bond on the November 2024 ballot and Contractor submitted a proposal dated February 15, 2024; and

WHEREAS, Contractor represents it is specially trained, experienced, expert and competent to perform the special services hereinafter described, and it is necessary and desirable that County engage Contractor to do so;

NOW, THEREFORE, IT IS HEREBY AGREED by the parties as follows:

1. SERVICES TO BE PERFORMED BY CONTRACTOR

Contractor shall perform the services and tasks described in Exhibit A hereto, and incorporated herein by reference, and all services and tasks reasonably necessary for the completion of the same (the "Work"). Contractor shall furnish, at Contractor's own cost and expense, all personnel, services, tools, vehicles, and equipment or any other materials, necessary to perform the Work. Contractor shall perform, and ensure all subcontractors perform, the Work in a safe, professional, skillful, and workmanlike manner. All Work and any portion thereof separately identified shall be completed within the timeline provided in page 10 of Exhibit A.

2. PAYMENTS

In consideration of the services rendered in accordance with all terms, conditions and specifications of this Contract, County will make payment to Contractor monthly, according to the percentage of task completion as specified in page 11 of Exhibit A. The County will select the price proposal option in the table on page 10 of Exhibit A on or before April 22nd, before the first billing cycle. The maximum payment amount of this contract is not to exceed seventy-five thousand dollars and zero cents (\$75,000.00).

3. INDEPENDENT CONTRACTOR

No relationship of employer and employee is created by this Contract, it being understood that Contractor is an independent contractor, and neither Contractor nor any of the persons performing services for Contractor pursuant to this Contract, whether said person be member, partner, officer, employee, subcontractor, or otherwise, will have any claim under this Contract or otherwise against County for any salary, sick leave, vacation pay, retirement

benefits, social security, workers' compensation, disability, unemployment insurance benefits, federal, state or local taxes, or other compensation, benefits or taxes of any kind.

It is further understood and agreed by the parties hereto that, except as provided in this Contract, County will have no control over the means or methods by which Contractor will perform services under this Contract.

If, in the performance of this Contract, any third persons are employed by Contractor, such persons will be entirely and exclusively under direction, supervision and control of Contractor. All terms of employment, including hours, wages, working conditions, discipline, hiring and discharging or any other terms of employment or requirements of law, will be determined by Contractor, and County will have no right or authority over such persons or the terms of such employment, except as provided in this Contract.

The Contractor will comply with all of the provisions of the Worker's Compensation Insurance and Safety Acts of the State of California, the applicable provisions of Division 4 and 5 of the California Labor Code and all amendments, thereto; and all similar State and Federal acts or laws applicable; and will indemnify and hold harmless the County from and against all claims, demands, payments, suits, actions, proceedings and judgments of every nature and description, including attorney's fees and costs, presented, brought or recovered against the County, for or on account of any liability under any of said Acts which may be incurred by reasons of any work to be performed under this Contract.

Contractor agrees to defend, through attorneys approved by County, indemnify and hold harmless Indemnitee (as defined elsewhere herein) from and against all Third-Party Claims (defined elsewhere herein) made against indemnitee based upon any contention by any third party that an employer-employee relationship exists by reason of this contract. Contractor further agrees to hold Indemnitee harmless from and to compensate Indemnitee for any Third-Party Claims against Indemnitee for payment of state or federal income or other tax obligations relating to Contractor's compensation under the terms of this contract. Contractor will not settle or otherwise compromise a Third-Party Claim covered by this paragraph without County's advance written approval. This subsection does not apply to any penalty imposed by any governmental agency that is not caused by or the fault of Contractor.

4. NON-ASSIGNABILITY

Contractor will not assign this Contract or any portion thereof, to a third party without the prior written consent of County, and any attempted assignment without such prior written consent will be null and void and will be cause, at County's sole and absolute discretion, for immediate termination of this Contract.

5. TERM

This Contract will be in effect from April 9, 2024, through October 9, 2024, subject to all the terms and conditions set forth herein.

Time is of the essence in the performance of this contract.

Continuation of the Contract is subject to the appropriation of funds for such purpose by the County's Board of Supervisors. If funds to effect such continued payment are not appropriated, County may terminate this project as thereby affected and Contractor will relieve County of any further obligation therefor.

6. TERMINATION

The County may terminate this Contract at any time for any reason by providing 10 days' written notice to Contractor. In the event of termination under this paragraph, Contractor will be paid for all work provided to the date of termination, as long as such work meets the terms and conditions of this Contract. On completion or termination of this Contract, County will be entitled to immediate possession of, and Contractor will furnish on request, all computations, plans, correspondence and other pertinent data gathered or computed by Contractor for this particular Contract prior to any termination. Contractor may retain copies of said original documents for Contractor's files. Contractor hereby expressly waives any and all claims for damages or compensation arising under this Contract except as set forth in this paragraph in the event of such termination.

This right of termination belonging to the County of Ventura may be exercised without prejudice to any other remedy which it may be entitled at law or under this Contract.

7. DEFAULT

If Contractor defaults in the performance of any term or condition of this Contract, Contractor must cure that default by a satisfactory performance within 10 days after service upon Contractor of written notice of the default. If Contractor fails to cure the default within that time, then County may terminate this Contract without further notice.

The foregoing requirement for written notice and opportunity to cure does not apply with respect to paragraph 6 above.

8. INDEMNIFICATION, HOLD HARMLESS AND WAIVER OF SUBROGATION

All activities and/or work covered by this Contract will be at the risk of Contractor alone. Contractor agrees to defend, indemnify, and save harmless the County, including all of its boards, agencies, departments, officers, employees, agents and volunteers (collectively, "Indemnitee"), against any and all claims, lawsuits, judgments, debts, demands and liability (including attorney fees and costs) (collectively, "Third Party Claims"), whether against Contractor, County or others, including without limitation, those arising from injuries or death of persons and/or for damages to property, arising directly or indirectly out of the obligations herein described or undertaken or out of operations conducted or subsidized in whole or in part by Contractor, save and except Third Party Claims litigation arising through the sole negligence or

wrongdoing and/or sole willful misconduct of Indemnatee. Contractor shall not settle or otherwise compromise a Third Party Claim covered by this section without County's prior written approval. Contractor agrees to waive all rights of subrogation against Indemnatee for losses arising directly or indirectly from the activities and/or work covered by this Contract.

9. INSURANCE PROVISIONS

A) Contractor, at its sole cost and expense, will obtain and maintain in full force during the term of this Contract the following types of insurance:

- 1) General Liability "occurrence" coverage in the minimum amount of \$1,000,000 combined single limit (CSL) bodily injury & property damage each occurrence and \$2,000,000 aggregate, including personal injury, broad form property damage, products/completed operations, and broad form blanket contractual.
- 2) Commercial Automobile Liability coverage in the minimum amount of \$1,000,000 CSL bodily injury & property damage, including owned, non-owned, and hired automobiles. Also to include Uninsured/Underinsured Motorists coverage in the minimum amount of \$100,000 when there are owned vehicles.
- 3) Workers' Compensation coverage, in full compliance with California statutory requirements, for all employees of Contractor and Employer's Liability in the minimum amount of \$1,000,000.
- 4) Professional Liability coverage in the minimum amount of \$1,000,000 each occurrence and \$2,000,000 aggregate.

B) All insurance required will be primary coverage as respects County and any insurance or self-insurance maintained by County will be excess of Contractor's insurance coverage and will not contribute to it.

C) County is to be notified immediately if any aggregate insurance limit is exceeded. Additional coverage must be purchased to meet requirements.

D) The County, and any applicable Special Districts are to be named as Additional Insured as respects to work done by Contractor under the terms of this Contract for General Liability Insurance.

E) Contractor agrees to waive all rights of subrogation against the County, its Boards, Agencies, Departments, any applicable Special Districts, Officers, Employees, Agents and Volunteers for losses arising from work performed by Contractor under the terms of this Contract.

F) Policies will not be canceled, non-renewed or reduced in scope of coverage until after sixty (60) days written notice has been given to the County of Ventura, Risk Management Division.

G) Contractor agrees to provide County with the following insurance documents on or before the effective date of this Contract:

1. Certificates of Insurance for all required coverage.
2. Additional Insured endorsement for General Liability Insurance.
3. Waiver of Subrogation endorsement (a.k.a.: Waiver of Transfer Rights of Recovery Against Others, Waiver of Our Right to Recover from Others) for Workers' Compensation.

Failure to provide these documents will be grounds for immediate termination or suspension of this contract.

10. NON-DISCRIMINATION

A) General.

No person will on the grounds of race, color, national origin, religious affiliation or non-affiliation, sex, age, handicap, disability, or political affiliation, be excluded from participation in, be denied the benefits, or be subjected to discrimination under this Contract.

B) Employment.

Contractor will ensure equal employment opportunity based on objective standards of recruitment, selection, promotion, classification, compensation, performance evaluations, and management relations, for all employees under this Contract. Contractor's personnel policies will be made available to County upon request.

11. SUBSTITUTION

If particular people are identified in Exhibit A as working under this Contract, the Contractor will not assign others to work in their place without written permission from the Chief Procurement Officer. Any substitution will be with a person of commensurate experience and knowledge.

12. INVESTIGATION AND RESEARCH

Contractor by investigation and research has acquired reasonable knowledge of all conditions affecting the work to be done and labor and material needed, and the execution of this Contract is to be based upon such investigation and research, and not upon any representation made by the County or any of its officers, agents or employees, except as provided herein.

13. CONTRACT MONITORING

The County will have the right to review the work being performed by the Contractor under this Contract at any time during Contractor's usual working hours. Review, checking, approval or other action by the County will not relieve Contractor of Contractor's responsibility for the thoroughness of the

services to be provided hereunder. This Contract will be administered by Sevet Johnson, CEO or her authorized representative.

14. **ADDENDA**

County may from time to time require changes in the scope of the services required hereunder. Such changes, including any increase or decrease in the amount of Contractor's compensation which are mutually agreed upon by and between County and Contractor will be effective when incorporated in written amendments to this Contract.

15. **CONFLICT OF INTEREST**

Contractor covenants that Contractor presently has no interest, including, but not limited to, other projects or independent contracts, and will not acquire any such interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Contract. Contractor further covenants that in the performance of this Contract no person having such interest will be employed or retained by Contractor under this Contract.

16. **CONFIDENTIALITY**

Any reports, information, data, statistics, forms, procedures, systems, studies and any other communication or form of knowledge given to or prepared or assembled by Contractor under this Contract which County requests in writing to be kept confidential, will not be made available to any individual or organization by Contractor without the prior written approval of the County except as authorized by law.

17. **NOTICES**

All notices required under this Contract will be made in writing and addressed or delivered as follows:

TO COUNTY: County of Ventura
County Executive Office
Sevet Johnson, CEO
800 South Victoria Avenue, L#1940
Ventura, CA 93009

TO CONTRACTOR: EMC Research, Inc.
Emily Kirby Goodman, Sr. Principal
2001 Broadway, Ste. 110
Oakland, CA 94612

Either party may, by giving written notice in accordance with this paragraph, change the names or addresses of the persons or departments designated for receipt of future notices. When addressed in accordance with this paragraph and deposited in the United States mail, postage prepaid, notices will be deemed given on the third day following such deposit in the United States mail.

In all other instances, notices will be deemed given at the time of actual delivery.

18. **MERGER CLAUSE**

This Contract supersedes any and all other contracts, either oral or written, between Contractor and the County, with respect to the subject of this Contract. This Contract contains all of the covenants and contracts between the parties with respect to the services required hereunder. Contractor acknowledges that no representations, inducements, promises or contracts have been made by or on behalf of County except those covenants and contracts embodied in this Contract. No modification, waiver, amendment or discharge of this Contract shall be valid unless the same is in writing and signed by duly authorized representatives of both parties.

19. **GOVERNING LAW**

The validity of this Contract and any of its terms or provisions, as well as the rights and duties of the parties under this Contract, will be construed pursuant to and in accordance with the laws of the State of California.

20. **SEVERABILITY OF CONTRACT**

If any term of this Contract is held by a court of competent jurisdiction to be void or unenforceable, the remainder of the Contract terms will remain in full force and effect and will not be affected.

21. **CUMULATIVE REMEDIES**

The exercise or failure to exercise of legal rights and remedies by the County in the event of any default or breach hereunder will not constitute a waiver or forfeiture of any other rights and remedies and will be without prejudice to the enforcement of any other right or remedy available by law or authorized by this Contract.

22. **COMPLIANCE WITH LAWS**

Each party to this Contract will comply with all applicable laws.

23. **CONSTRUCTION OF COVENANTS AND CONDITIONS**

Each term and each provision of this Contract will be construed to be both a covenant and a condition.

24. **LIVING WAGE ORDINANCE**

Unless otherwise exempt in accordance with the provisions of this Ordinance, this contract is subject to the applicable provisions of the Living Wage Ordinance (LWO) Nos. 4464, 4233 and 4236, and as amended from time to time.

Payment of a minimum initial wage rate to employees as defined in the LWO and as may be adjusted each July 1 and provision of health benefits as defined in the LWO. Contractor further pledges that it will comply with federal law proscribing retaliation for union organizing and will not retaliate for activities related to the LWO. Contractor shall require each of its Subcontractors within the meaning of the LWO to pledge to comply with the terms of federal law proscribing retaliation for union organizing. Contractor shall deliver the executed pledges from each such Subcontractor to the County within 90 days of the execution of the Subcontract. Contractor's delivery of executed pledges from each such Subcontractor shall fully discharge the obligation of the Contractor to comply with the provision in the LWO contain in Section 4957 concerning compliance with the LWO.

25. NON-EXCLUSIVITY

The County reserves the right to contract with providers of similar services and/or equipment other than the Contractor when it is reasonably determined to be in the best interest of the County.

26. MISCELLANEOUS

- a. Third Party Beneficiaries. Except for indemnitees under sections 3 and 8 above, this contract does not, and the parties to this contract do not intend to, confer a third-party beneficiary right of action on any third party whatsoever, and nothing set forth in this contract will be construed so as to confer on any third party a right of action under this contract or in any manner whatsoever.
- b. Further Actions. The parties hereto agree that they will execute any and all documents and take any and all other actions as may be reasonably necessary to carry out the terms and conditions of this contract.
- c. Legal Representation. Each party warrants and represents that in executing this contract, the party has relied upon legal advice from attorneys of the party's choice (or had a reasonable opportunity to do so); that the party has read the terms of this contract and had their consequences (including risks, complications and costs) completely explained to the party by the party's attorneys (or had a reasonable opportunity to do so); and that the party fully understands the terms of this contract. Each party further acknowledges and represents that the party has executed this contract freely and voluntarily without the undue influence of any person, and the party has not relied on any inducements, promises or representations made by any person not expressly set forth in this contract.
- d. No Waiver. Failure by a party to insist upon strict performance of each and every term, condition and covenant of this contract shall not be deemed a waiver or relinquishment of the party's rights to enforce any term, condition or covenant.

- e. Partial Invalidity. If any provision of this contract is held by a court of competent jurisdiction to be invalid, void or unenforceable, the parties intend, and it shall be so deemed, that the remaining provisions of this contract shall continue in full force without being impaired or invalidated in any way. If such provision is held to be invalid, void or unenforceable due to its scope or breadth, such provision shall be deemed valid to the extent of the scope or breadth permitted by law.
- f. Interpretation of Contract. For purposes of interpretation, this contract shall be deemed to have been drafted by both parties, and no ambiguity shall be resolved against any party by virtue of the party's participation in the drafting of the contract. Accordingly, Civil Code section 1654 shall not apply to the interpretation of this contract. Where appropriate in the context of this contract, the use of the singular shall be deemed to include the plural, and the use of the masculine shall be deemed to include the feminine and/or neuter.
- g. Counterparts. This contract may be transmitted and signed by electronic or digital means by either or both parties and such signatures shall have the same force and effect as original signatures, in accordance with California Government Code Section 16.5 and California Civil Code Section 1633.7. This contract may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same contract.

IN WITNESS WHEREOF the parties hereto have executed this Contract.

COUNTY OF VENTURA

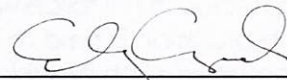

Authorized Signature

Sevet Johnson
Printed Name

County Executive Officer
Title

April 19, 2024
Date

CONTRACTOR*


Authorized Signature

Emily Kirby Goodman
Printed Name

Sr. Principal
Title

4/18/2024
Date

91-1544364
Tax Identification Number

1884923
Secretary of State Entity Number

CONTRACTOR*

Authorized Signature

Printed Name

Title

Date

* If a corporation, this Contract must be signed by two specific corporate officers.

The first signature must be from either (1) the Chief Executive Officer, (2) the Chairman of the Board, (3) the President, or (4) a Vice President.

The second signature must be from either (a) the Secretary, (b) an Assistant Secretary, (c) the Chief Financial Officer (or Treasurer), or (d) and Assistant Treasurer.

In the alternative, a single corporate signature is acceptable when accompanied by a corporate resolution demonstrating the legal authority of the signatory to bind the company for this Contract.

EXHIBIT A
Scope of Work and Pricing Proposal/Payment Provisions
(Attach EMC Research, Inc.'s full submittal in response to Request for Proposals for
Public Opinion Research Services dated April 2, 2024)

Request for Proposals for Public Opinion Research Services

Prepared for:



Submitted by:



EMC Research, Inc.

Contact:

Emily Kirby Goodman | Senior Principal
2001 Broadway, Suite 110
Oakland, CA 94612
(510) 550-8932

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April 2, 2024

Tracy McAulay
County of Ventura
800 S. Victoria Ave
Ventura, CA 93009

Dear Ms. McAulay,

Thank you for the opportunity to submit our proposal to conduct opinion research services on behalf of the County of Ventura. The enclosed outlines EMC Research's relevant qualifications as well as our recommended approach to voter opinion research.

EMC Research is a majority women-owned full-service opinion research firm serving a broad range of clients since 1989. We pride ourselves on providing highly accurate data and staying on the cutting edge of industry innovations. We believe EMC is especially well-matched for this project:

Our housing experience is unmatched. We are actively working on statewide efforts around the potential constitutional amendment to lower the voter threshold for certain local revenue measures, and are well-versed in the complexities facing local governments on the 2024 ballot. We've helped pass successful housing revenue measures and have conducted exploratory research to assess feasibility in local communities across the state, including recent research here in Ventura County. In addition to voter research around revenue measures, we have extensive experience conducting research to inform broader housing policy and narrative change work for organizations all over the state. We know housing is complex and personal, and we have the tools to research it effectively.

We know how to help local governments better understand the priorities, concerns, and needs of their community, and know what it takes to be successful on the ballot. EMC Research is one of the premier opinion research firms in California, particularly on working with public agencies to craft and pass revenue measures. EMC is adept at helping local municipalities and public agencies measure and track community satisfaction, priorities, and behavior through innovative community research. Members of our team have guided research for more than 350 revenue measures in California, raising over \$40 billion dollars at the local level. We know what it takes for a revenue measure to be successful on the ballot.

EMC Research brings to the table a committed team of research and consulting professionals who will listen to your needs, design the best combination of research methods, collect reliable and accurate data, and synthesize research results into a product that is easy to understand and apply to further your strategic goals and initiatives. Thank you for your consideration, and we look forward to the prospect of working with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily Kirby Goodman".

Emily Kirby Goodman, Senior Principal
EMC Research, Inc.

EMCresearch.com

COLUMBUS, OH
614-268-1660

IRVING, TX
972-717-7427

OAKLAND, CA
510-844-0680

PORTLAND, OR
503-444-6000

SEATTLE, WA
206-652-2454

WASHINGTON, D.C.
202-686-5900

Firm Profile

About EMC

[EMC Research](#) is a national full-service opinion research firm serving an extensive and diverse range of public and private sector clients since 1989. We are known for crafting insightful research tools, collecting highly accurate data and providing analysis that answers the key strategic questions and challenges our clients face. **EMC is proud to be a certified women-owned business.**

Our expertise includes:

- Branding and positioning
- Data analytics
- Political polling
- Customer satisfaction
- Ad testing
- Social and behavioral studies

We utilize a wide array of research modes, methodologies, and analytic tools, and stay on the cutting edge of industry innovations in qualitative and quantitative research so that we can employ the approach that best meets your project needs.

When you hire [EMC Research](#), you are bringing on a partner that is truly invested in your goals. Our clients have turned to us time and time again to provide data-driven, actionable recommendations that are critical to their success.

Public Agency Experience

EMC Research has more than 30 years of experience conducting research on behalf of public agencies and cities across the country, with unmatched experience in California. We have worked for public utilities, transit agencies, state departments of transportation, water districts, school districts, parks departments, waste collection and recycling agencies, early childhood education agencies, cities, counties, and states.

We frequently contract with public agencies on a variety of projects, which have included a range of methodologies, from telephone surveys, online surveys, mail surveys, intercept surveys and counts, multi-modal hybrid methodology surveys, in-person and online focus groups, one-on-one interviews, bulletin board studies, and studies utilizing advanced data analysis techniques like clustering to create segments. These projects have ranged from ad hoc work to extensive annual contracts covering many different kinds of research in support of strategic planning. The size of the project varies too – sometimes our surveys are of small, targeted populations, and we collect 100 responses, or sometimes we conduct a statewide survey of residents and we collect 2,000 responses. We strive to make this research understandable and usable for internal staff and external stakeholders.

We have learned the unique challenges and requirements of conducting research for public agencies, including presenting politically sensitive opinion research in a public setting, dealing with media inquiries, and meeting open records requirements. Our public agency clients return to EMC Research year after year because of our responsiveness and our ability to present research findings in the context of the local political environment.



Revenue Measure Experience

In addition to our public agency work, we have decades of experience working with local governments to craft and pass revenue measures. We have years of tracking data on voter opinions on a variety of issues and have a deep understanding of voter reactions to increasing taxes. We are well-versed in the differences between counties, cities, ethnicities and other demographic sub-groups that make-up our diverse state and are aware of the timelines and processes brought about by a public environment. Our work is respected and familiar to many local public figures and has been used in the development, timing, wording and strategy for tax measures throughout the state. These measures have provided millions of dollars in funding for transportation projects, schools, hospitals, local services and facilities, open space, the environment, libraries, and other projects and services.

Housing Measure Experience

Our research experience in the housing space is unmatched. EMC is currently providing research and strategic consulting on 2024 efforts around a potential statewide constitutional amendment to lower the voter threshold (ACA1), and the potential Bay Area regional housing bond. Previously, we conducted research to inform successful ballot measures including California Props 1 & 2 (2018, Veterans and Affordable Housing Bonds), Alameda County Measure A1 (2016 Affordable Housing Bond), Santa Clara County Measure A (2016, Affordable Housing Bond), San Francisco Prop A (2015, Affordable Housing Bond), City of Emeryville Measure C (2018, Housing and Homelessness Bond), City of Oakland Measure Q (2020, Parks & Homeless Services Parcel Tax), among others. We have also conducted feasibility studies regarding housing policy and revenue measure efforts in Santa Cruz County, San Luis Obispo County, San Diego, Santa Clara County, Contra Costa County, Marin County, Ventura County, and elsewhere. Some of our relevant clients include the Non-Profit Housing Association of Northern California, the San Diego Housing Federation, All Home, Destination Home, Silicon Valley at Home, Santa Clara County Office of Supportive Housing, the Bay Area Housing Finance Authority, MTC Regional Housing Technical Assistance, Opening Doors Marin, Bring California Home, Ventura County Affordable Housing Coalition, and many more.

Client References

We have worked with hundreds of public agencies, many in California, helping to assess feasibility for potential revenue measures. The following references highlight some of our relevant recent research.

County of Santa Clara

Reference: Cindy Chavez | **Title:** County Supervisor

Phone: (408) 299-5020 | **Email:** Cindy.Chavez@bos.sccgov.org

Address: 70 W Hedding St, San Jose, CA 95110

EMC Research has been a trusted research partner to the County of Santa Clara for 30 years. Our work has spanned a range of departments throughout the County including the hospital system, parks, COVID response, and administration. EMC was instrumental in the successful passage of the landmark 2016 Affordable Housing Bond (Measure A) that secured \$950 million in funding for affordable housing. After the successful passage of Measure A, Santa Clara County engaged EMC in 2019 to conduct research to understand resident views around how and where the funds would be spent. EMC's relationship with the County has continued as they have explored additional community feedback on a variety of topics, including potential future revenue measures for housing and other priorities.

Non-Profit Housing Association of Northern California (NPH)

Reference: Amie Fishman | **Title:** Executive Director

Phone: (414) 989-8160 | **Email:** amiefishman@nonprofithousing.org

Address: 49 Stevenson, Suite 500, San Francisco, CA 94105

EMC Research has worked with the Non-Profit Housing Association of Northern California (NPH) since 2016, partnering with the organization in their efforts to represent and advocate for those who support, build and finance affordable housing throughout Northern California. EMC's findings and recommendations have helped pass affordable housing measures in cities and counties throughout the region and secure funding and housing for vulnerable communities. In addition to the partnership with NPH on local revenue measures, EMC conducts annual research to better understand underlying voter attitudes and values about housing. This work has informed local, state, and national efforts around narrative change to advance housing justice.

Metropolitan Water District of Southern California

Reference: Carolyn Shaffer | **Title:** Member Services and Public Outreach Section Manager

Phone: (213) 217-6833 | **Email:** CSchaffer@mwdh2o.com

Address: 700 North Alameda Street, Los Angeles, CA 90012

Since 2015, EMC has conducted community research on behalf of Metropolitan Water District of Southern California. This partnership has included comprehensive research assessing the water supply attitudes, behaviors, and priorities of SoCal residents. Recent survey research includes a May 2023 survey of 1000 residents within the MWD service area that explored opinions on drought, water supply, and water quality in Southern California. Additionally, in December of 2023 EMC conducted a series of qualitative focus groups among residents to explore perceptions of trust in local government as well as the quality of local water supplies. Participants discussed expectations for local water agencies, awareness of Metropolitan and agency initiatives, and trust in the services provided by MWD. The findings of this ongoing research will continue to inform the District's strategic planning and priorities as California continues to navigate extreme weather cycles.

Process and Methods



EMC Research tailors our research plan individually to every project on which we work. In this section, we have outlined the approach we believe is appropriate based on our initial understanding of the project goals. We would work in consultation with the County of Ventura to refine this plan based on team input and any changes in overall goals or budget. We believe strongly in providing innovative research options when they are most likely to yield accurate, actionable results for our clients.

Benchmark Quantitative Survey

We recommend conducting a benchmark of likely November 2024 voters in the County of Ventura to determine the feasibility of a potential housing bond. The goal of the proposed research will be to provide scientifically valid data regarding the opinions of County of Ventura to inform strategic decisions such as:

- How should a measure be structured in order to most likely meet with success?
- What is the appropriate amount for a measure?
- What are the types of projects that are most important to those who will vote?
- What are the themes and messages that will assist in reaching a successful outcome?
- Would the measure be vulnerable to opposition?
- What are suggested areas for public education and community outreach?

Survey Methodology

We recommend a mixed-mode/hybrid methodology where we will conduct interviews among likely November 2024 voters by phone, email-to-web, and text-to-web modes. These modes complement each other well; we are able to obtain data from a broad cross-section of voters because those who may not answer their phone may take the survey online, and those who do not respond to the email or text survey invitation may take the survey over the phone.

Based on our current understanding of the project goals, we recommend a sample size of up to 1,000 interviews overall (200 interviews per County Supervisorial District). A robust sample size will allow for more reliable analysis within key subpopulations including but not limited to BOS District, homeownership, party registration, ethnicity, among others. We anticipate that an average interview length of 12-18 minutes will be sufficient to ask a variety of questions to assess the overall feasibility of a revenue measure, determine voters' priorities for the components and outcomes of a potential measure, and compare results within and across the five supervisorial districts. Depending on the final sample size, the survey could potentially incorporate a split sample methodology, which may be used to test different bond amounts, ballot language, or other considerations. We recommend offering the survey in English and Spanish. In the cost section at the end of this proposal, we provide different options for sample size and survey length. We will work with you to determine the best research specifications to meet your overall goals and budget.

Work Plan

Project Kick-Off

Our team will conduct a kick-off session with the County, strategy consultants, and any other stakeholders to scope the project and work through details. The kick-off session will provide an opportunity for our team to introduce itself, and to establish the parameters for the research. At this meeting, we will discuss the content of the questionnaire, identify the questionnaire approval process, and answer any questions the County may have regarding approach or methodology.

Sample Design

Following the project kick-off, EMC Research will have a thorough understanding of the specific goals and objectives for this research. Based on this knowledge, we will develop a detailed sample design to ensure the research methodology matches the specific goals of this project. We will thoroughly review the demographics of voters in the County of Ventura, as well as past election results and relevant voter trends. After reviewing this information, EMC will define a sample universe that models likely November 2024 voters in the County of Ventura.

Research Instrument Design

Based on the information covered in the kick-off meeting, other background research, review of past polling, and additional discussions, an effective survey questionnaire will be created. This questionnaire draft will be thoroughly reviewed and discussed with the team and will be revised and re-circulated as needed. We will ensure that the questionnaire measures voter perceptions of taxes and services, important issues facing the County, a potential revenue measure, as well as messaging in support and opposition to a potential measure.

Data Collection

We will manage and oversee all aspects of the data collection process, including determining the sample universe, setting up quotas, monitoring interviews in real-time, and verifying and reviewing the data. Prior to fielding the survey, we will test the instrument to ensure it is understandable, logical, programmed correctly, and flows in a coherent manner. Throughout the data collection process, we will verify the accuracy of data coding and data entry, ensure the collected data meets the prescribed sampling plan, and ensure data integrity. With each night of interviewing, EMC staff will track demographic and geographic variables (such as age, ethnicity, and zip code) to ensure that they are falling within the appropriate proportions as compared with the overall population.

Analysis and Reporting

Our team will provide the County with a number of deliverables including a copy of the final questionnaire, a topline report showing the frequency of responses for each question, survey crosstabs, and a survey report with statistical analysis, graphs, and an overview of the sampling and survey methodology.

After data collection is complete, we will prepare a PowerPoint presentation of results that will describe the methodology, tabulate all contacts made as part of the survey, and tabulate the results, key findings, detailed findings, conclusions, and recommendations.

We'll coordinate with the County to share initial results and analysis, and work in tandem with the team to develop final recommendations. EMC will be available to attend and present to the County of Ventura Board of Supervisors and/or the County Board Ad Hoc Committee to describe the findings,

analysis, and recommendations. We provide consulting as long as our research is used, at no additional charge, and are available for additional presentations as needed.

Scope of Services

In summary, for this project, EMC Research will:

- Work in tandem with the County, consultants, and any other stakeholders to design and prepare survey instruments that address the project goals;
- Review local voter demographics and past electoral results and design sample universe of likely voters;
- Translate the survey into Spanish;
- Collect survey data through interviews conducted on cellphones and landlines from a central telephone bank, monitored by an on-duty supervisor;
- Adapt the questionnaire for web application; programming and hosting the survey using professional survey software; managing the deployment of survey invitations via email; and collecting survey responses online;
- Closely monitor the data collection process to ensure quality data;
- Tabulate all survey contacts, and apply weighting if needed to ensure results accurately represent the November 2024 likely electorate;
- Present findings of research results and provide additional executive summary presentations or memos as needed; and
- Attend and present to the County of Ventura Board of Supervisors and/or the County Board Ad Hoc Committee to describe the findings, analysis, and recommendations.

Proposed Timeline

EMC is prepared to begin working on this project immediately. We will work with the County team to determine the most appropriate timeline. We recommend the County begins working on this project quickly to inform the path to the ballot. Below is projected timeline for completion of the studies. A more project-specific timeline will be prepared based on information from the kick-off meeting for the project.

Week of April 8:	Project kick-off meeting; review past research and other background materials; identify key project goals and objectives; begin drafting questionnaire
Week of April 15:	Conference call(s) as necessary to review and edit the questionnaire; submit revised drafts as needed
Week of April 22:	Final questionnaire sign-off. Questionnaire programming
Week of April 29:	Conduct telephone and web interviewing
Week of May 6:	Process and weight data; provide topline survey results to County
Week of May 13:	Discuss initial results and analysis with the County and other key stakeholders
May 21:	Presentation of results, analysis, and specific strategic recommendations to County of Ventura Board of Supervisors and/or the County Board Ad Hoc Committee
Ongoing:	Survey results presented to other groups as needed; provide ongoing consultation

Price Proposal

The pricing provided in the table below includes all costs necessary for a start-to-finish research project, including ongoing consulting on usage of the data and all reporting and presentations for as long as the research is used.

	Sample Size	Survey Length	Cost
Benchmark Quantitative Survey	1,000 interviews (200 interviews per BOS District)	12 minutes	\$59,000
	1,000 interviews (200 interviews per BOS District)	15 minutes	\$62,000
	1,000 interviews (200 interviews per BOS District)	18 minutes	\$69,200

Budget by Project Task

Project costs will be billed by task as work is completed.

Task	Description	% of Work
Research Existing Information	Review current environment, and any previous relevant polling	5%
Kickoff Meeting	Meet with stakeholders to discuss research needs and structure	5%
Project Design	Develop survey methodology and questionnaire	20%
Conduct Research	Telephone and online interviewing	35%
Data Preparation	Clean and weight data, code any open-ended responses	5%
Data Analysis	Conduct data analysis, prepare topline report	15%
Prepare Report	Generate survey crosstabulations and prepare summary report of research	15%

We've provided a breakdown of hourly rates for EMC personnel below for reference.

EMC Research Position	Hourly Rate
Principal	\$200
Senior and Strategy Associate	\$97
Data Associate	\$84
Field Coordinator / Accounting	\$84

Thank you for your consideration, and we look forward to the prospect of working with the County of Ventura!