



City of San Leandro

Meeting Date: December 2, 2013

Staff Report

File Number: 13-593 **Agenda Section:** CONSENT CALENDAR
Agenda Number: 8.E.

TO: City Council

FROM: Chris Zapata
City Manager

BY: Lianne Marshall
Assistant City Manager

FINANCE REVIEW: David Baum
Finance Director

TITLE: Staff Report for Resolutions Authorizing the Strategic Consulting and Revenue Measure Feasibility Polling Services Agreements

SUMMARY AND RECOMMENDATIONS

Staff recommends adoption of the proposed resolutions authorizing the City Manager to execute agreements with The Lew Edwards Group and Godbe Research.

BACKGROUND

At the November 18, 2013 meeting, Council authorized the formation of an ad-hoc sub-committee in order to guide the work of staff and consultants who will provide strategic planning, community surveying/polling and data analysis services.

Staff now requests Council authorize the City Manager to execute agreements associated with the above-referenced work. Specifically, the proposed agreement with The Lew Edwards Group will provide lead consulting and strategic project management support, and the proposed agreement with Godbe Research would facilitate revenue measure feasibility polling services.

Analysis

Staff is recommending sole source contracts with these vendors based upon several factors, including their distinct subject matter expertise as well as San Leandro-specific knowledge that was obtained through past work experience on prior revenue measure feasibility studies in San Leandro. Additionally, the information provided by this analysis will be used to inform discussions at the City Council Planning Session that is scheduled for February 1, 2014. In order to ensure sufficient time is available to collect and analyze the survey information prior to the Planning Session, it is important to begin work as soon as possible.

Attached to this staff report are copies of the consultants' proposals, which provide additional

details regarding the proposed contracts and scope of work.

Fiscal Impacts

The proposed agreement with The Lew Edwards Group will not exceed \$49,500 and the proposed agreement with Godbe Research will not exceed \$59,935. However, the final costs associated with the Godbe Research agreement may be less than this maximum figure depending upon the specific scope, content, duration and other variable figures for the community survey work that ultimately are recommended by the ad-hoc subcommittee.

Budget Authority

Staff proposes to fund these agreements using funds from the General Fund economic contingency reserve. Therefore, funds shall be transferred to the City Manager's Consulting account number 010-12-020-5120.

ATTACHMENTS

- Proposal by The Lew Edwards Group
- Draft Scope of Services for Lew Edwards Group
- Proposal by Godbe Research

PREPARED BY: Eric Engelbart, Assistant to the City Manager, City Manager's Office



To: Ms. Lianne Marshall, Assistant City Manager
City of San Leandro

From: Catherine Lew, Esq.
President, The Lew Edwards Group

Date: September 27, 2013

Re: Proposal to Provide Strategic Consulting Services for Revenue Measure Planning

VIA EMAIL TRANSMISSION

Dear Lianne:

I was excited to have the opportunity to meet with the City Manager, you and David recently to discuss a potential collaboration on the City's behalf moving forward. Our firm's institutional record of success within the City of San Leandro makes our team uniquely qualified to represent the City again at this time. I speak for our entire organization when I say that we found our last collaboration to be highly effective and that we would enjoy serving the City's needs again.

Though we know each other well, in consideration of our new relationship with City Manager Zapata and the fact that there are two new City Councilmembers who have joined the City since Measure Z, a comprehensive proposal is provided for your records.

INTRODUCTION

Since our last collaboration with the City of San Leandro in 2010, the Lew Edwards Group (LEG) has now passed more than \$30 Billion in California revenue measures, with a 95% success rate. LEG's recent successes have included successful Revenue Measures and 218 Projects for clients such as the County of Fresno, Santa Clara County Library District, and the cities of Artesia, Bellflower, Benicia, Ceres, Concord, El Cerrito, Elk Grove, Emeryville, Fairfield, Gardena, Hercules, Huntington Beach, Indio, La Mirada, Lathrop, Moraga, Newark, Novato, Palm Springs, Pinole, Ridgecrest, Riverside, Santa Fe Springs, Santa Maria, South Pasadena, Tracy, Vallejo, and Wildomar, among several others.

LEG is currently assisting the cities of Adelanto, Cloverdale, Gilroy, Larkspur, Los Banos, Modesto, National City, Rancho Cordova, Rancho Cucamonga, Rohnert Park, Santa Fe Springs, Seaside, and Stanton among other clients in their 2013 and 2014 ballot measure planning needs.

Experience in Cities with Long-term or Sequential Revenue Needs

LEG is well versed in the needs of local government clients who have multiple revenue measure needs. There have been many instances where LEG has represented a city's sequential or multiple revenue measure needs.

Cities represented by LEG on sequential revenue needs include: City of Bellflower (enacted two UUTs); City of Ceres (enacted a Public Safety Tax, School Bond, and sewer and water rate increases); City of Desert Hot Springs (enacted UUT and Parcel Tax extensions); City of Dinuba (enacted Public Safety Tax and UUT extension); City of Emeryville (enacted UUT, local bond, and cardroom/business tax); **City of El Cerrito (enacted two sales tax measures)**; City of Gardena (enacted UUT extension and LAD increase); City of La Habra (enacted UUT and sales tax measures); City of Inglewood (enacted sales tax and UUT measures); City of La Mesa (enacted bond and sales tax measures); City of Lawndale (enacted UUT and civic center fund release measures); **City of Los Banos (enacted two sales tax-related measures and a school bond, now working on a third sales tax redirect)**; City of San Juan Capistrano (enacted a second conservation bond); City of Stockton (enacted Public Safety Tax and UUT); and City of West Hollywood (enacted TOT and BLT increases on the same ballot).

Current clients falling within this category include the cities of Cotati (sales tax renewal); Gilroy (enacted an infrastructure bond, now planning a sales tax for infrastructure needs); Indio (enacted a UUT, now planning a 2014 TOT); Larkspur (working on the City's second revenue measure); National City and Rohnert Park (sales tax renewals).

Past Experience within the City of San Leandro

The Lew Edwards Group (LEG) has extensive experience and an archive of knowledge about the City of San Leandro based on a number of successful projects within the City:

- **Measure G (2000):** Working with a broad-based coalition of community leaders, LEG successfully defeated an attempt to repeal the City's real estate transfer tax. LEG identified the fact that San Leandrans needed significant information about the city services at risk of being cut without the real estate transfer revenue. This information needed to be posed in simple, anecdotal terms easily understood by the average person. After providing comprehensive information on the consequences, Measure G was resoundingly defeated.
- **Measure Z (2010):** As you are aware, LEG collaborated closely with the City on its successful ¼ cent sales tax measure in November 2010. The City considered a variety of other revenue options and with LEG's assistance, facilitated a number of highly engaged City Council, Key Influential, and City Stakeholder input sessions to achieve consensus on the agreed-upon measure. In addition to two broad-based community surveys, input was solicited from literally hundreds of San Leandrans prior to the measure being placed on the ballot.

- **Measure L (2012):** The San Leandro Unified School District tapped LEG to quarterback a much needed Parcel Tax Measure following an election defeat some years ago on a similar measure attempted (LEG did not represent SLUSD on the previous failed measure). Following extremely difficult negotiation sessions with union leadership (the District was undergoing negotiations at the time), large property owners and the Chamber, and a highly successful interactive outreach program soliciting input from scores of San Leandrans, Measure L was enacted with a come-from-behind victory in November 2012.

LEG's extensive experience in your City—including our direct experience with the often challenging but effective and fruitful process of building consensus across coalitions of San Leandro stakeholders—makes LEG uniquely qualified to serve the City's needs at this time. LEG and its recommended opinion research firm of Godbe Research are prepared to initiate services in October on behalf of a potential November 2014 revenue measure. As our previous collaboration and experience dictate, while ample planning time exists, due to unique nuances within the City of San Leandro, we do need to get started as soon as possible in the month of October.

KEY CONSIDERATIONS

Despite the successful enactment of Measure Z, in today's slowly recovering economy LEG has advised its clients that passage of upcoming measures cannot be taken for granted, even for those cities that have enjoyed past support at the ballot box. Consider the following:

- As with Measure Z, the *unique nuances of a Council election year* must be carefully considered as we evaluate the viability of any potential revenue measure.
- 75 cities had local revenue measures on the November 2012 ballot. 80% of those cities seeking simple majority requirement measures, passed. *Of those cities seeking 2/3s-requirement measures, only one-third were successful.* Based on past polling and election results we have conducted and analyzed in the City of San Leandro, our initial gut instinct is that a two-thirds requirement measure for infrastructure would be extremely difficult to pass. *Therefore we would strongly recommend that the City consider the flexibility of a second general purpose sales tax that could be bonded against for infrastructure.* As discussed, this would require proceeding in a regularly scheduled municipal election unless a fiscal emergency was unanimously declared by the City Council, which is likely not to be feasible.
- The volume of local revenue measures has remained consistent over the last three presidential years and has not diminished, despite the tough economy. Our past experience with the community of San Leandro is that its constituents value substantive information from the City about its fiscal needs and community service delivery challenges. As in our past collaborations, it will be necessary to implement a *comprehensive communications program* to your constituents to update them and keep them informed about any infrastructure needs.

PROPOSED SCOPE OF WORK

The below Scope of Work is consistent with our past Measure Z collaboration.

Phased Planning Objectives

Phase One

- 1) Use updated Public Opinion Research to assess all pertinent issues, and up to two revenue-enhancement mechanisms (2/3s requirement bond, General Purpose sales tax measure) desired by the City of San Leandro. Godbe Research was utilized in the City's past effort and LEG's recent collaboration with the San Leandro Unified School District.
- 2) Analyze your public's current service/funding priorities and their attitudes.
- 3) Identify the key messages and information that are important to your audience.
- 4) Develop Strategic Findings that assess viability, risks and opportunities; if feasibility exists, recommend a Strategic Plan that includes recommendations on legally permissible Public Education Outreach activities to effectively educate your constituents, ideal timing and tax threshold, project budget and timetable.

Phase Two

- 5) Implement the Strategic Plan to educate your constituents about pertinent City facts and needs.
- 6) Update an informational Speakers' Bureau Program and Earned (nonpaid) Media program for balanced and effective news coverage.
- 7) Produce permissible Public Education Outreach mailings to your voters that are funded by the City.
- 8) Work with the City Attorney to finalize effective, easy to understand voter materials.

Phase One

Project Management

As in our 2010 collaboration LEG will initiate our efforts through a Kick Off meeting and schedule subsequent, consistent planning sessions with the City. As you know this project planning is designed to use the City's time efficiently and well, while providing important Strategic Oversight to ensure that all timetables and benchmarks are met.

With the input of participants, LEG will develop meeting agendas, facilitate sessions, and coordinate the timely deployment of all tasks and assignments consistent with a timetable, agreed-upon strategy/work plan, and budget.

LEG prides itself on an inclusive, team-building approach and approaches its leadership role with personal dedication, enthusiasm, and a commitment to excellent service, recognizing that our

ultimate consumer is not only the City of San Leandro, but also most importantly, the constituents you represent.

Assessment

As discussed in our meeting, LEG strongly recommends that the City initiate an updated “baseline” public opinion research survey as soon as possible –ideally in October--to assess current voter attitudes and priorities. LEG will oversee and facilitate this process to ensure an excellent survey document that will give the City a clear sense of, among other issues:

- ✓ Constituent attitudes about a variety of service needs/infrastructure projects and how they rank them.
- ✓ Constituent attitudes and willingness to support a potential revenue measure across a variety of demographic categories, whether November 2014 is feasible, the type of mechanism and the amount of tax threshold.
- ✓ Whether your audience is still aware of Measure Z.
- ✓ The most effective messages and ballot language that resonate with your constituents.
- ✓ The specific messages and information that allow your constituents to decide whether to support additional revenue.
- ✓ Ways to refine and prioritize the City’s Informational Public Outreach Program to effectively present key facts and information.
- ✓ How to inform the development and refinement of voter materials associated with your Measure.

Working with the City’s pollster to create a thorough survey questionnaire that vets and evaluates a variety of issues, and thoroughly analyzing the results will allow LEG to fully advise the City on whether a potential November 2014 measure is feasible, and under what set of circumstances.

Following our evaluation of your updated baseline research, LEG will provide recommendations on the deployment and direction of the City’s planning efforts for the balance of the project period.

Additional Considerations – Timing of Key Influential Involvement

Uniquely to San Leandro, it will be necessary to engage the participation of External Influentials and City Stakeholders early in the process. As we discussed, in the City’s case, these diverse interests are both aligned and at odds, increasing the importance of building buy-in and consensus. These issues are best discussed further in our KickOff meeting.

Phase Two

As you are aware, in Phase Two of an Assessment Preparation program, LEG typically provides the following services:

City-Sponsored, Informational Communications Outreach Program

Direct Mail. As in our Measure Z planning effort, LEG recommends that an informational direct mail program be implemented to factually inform and update constituents about your needs, which is also an excellent way of soliciting additional community input. Specifically, we received a healthy number of responses to the interactive mailing we produced on the City's behalf in 2010 and would recommend that one of the mailers be interactive again.

In the 2010 effort, three informational mailers were produced: the highly successful interactive mailer soliciting input, whereby hundreds of responses were received; a report-back to the community on their perspectives; and a mailing which included information about the Fiscal Impact if new revenue was not adopted.

As in our past collaboration the number of mailings and recommended topics would not be developed until after the initial analysis of the updated baseline survey.

Media/Internet. LEG will also continue to assist the City in placing informational update stories in local media. As in the past, LEG will draft press releases and guest columns to ensure effective, balanced coverage. Other communications vehicles include the City's website, community television, or existing publications. Consistent with our previous collaboration LEG will draft copy and text to update all of the City's existing communications vehicles.

Speakers' Bureau Outreach. LEG will also assist in updating an informational, Speakers' Bureau Outreach plan strategically directed to key organizations in the City, and will develop a Speakers Bureau Toolkit that will include items such as a short PowerPoint Presentation; Frequently Asked Questions (FAQ) handout; and Speakers' Training Manual, including Presentation Tips, Key Messages, and Helpful Hints. LEG will continue to provide Speakers' Bureau training to City messengers, which is fact-based, not advocacy.

Rapid Response Needs. LEG will redirect message points and materials to assist in rapid response to problematic media or citizen inquiries as necessary, based on our institutional knowledge of the unique nuances of the San Leandro community, its influential and constituents. LEG experts will continue to be available to craft appropriate rapid responses as necessary to address changing external nuances or unforeseen problems.

Provide Additional Strategic Advice. LEG will continue to confer with your City Attorney so that any revenue ballot materials are easily understood by the average person, not just lawyers. As you are aware, we collaborate frequently with Meyers Nave on other joint clients. And consistent with our best practices, all of LEG's recommended direct mail products will be strategically crafted in close

collaboration with your City Attorney, ensuring that any material issued by the City is legally permissible.

Phase Three

In the Measure Z model, LEG terminated its services following placement of the measure on an Election Day ballot and went on to represent the Community Campaign upon the natural conclusion of our services to the City. However, this model only works if a third party information-disseminator exists to pass the information baton to.

Whether our past Measure Z model will still be appropriate in 2014 is dependent upon the infrastructure projects and services contemplated in any future measure, and specifically whether an organized constituency is interested in any of these projects or services. As an example, measures that address street and road repair rarely have organized entities who can carry an advocacy campaign, so the LEG cities we've represented on these types of issues have found themselves in the position of being the primary or sole information disseminator even after placement of a measure on the ballot.

Continuing to issue legally permissible factual information following placement of a measure on the ballot is not unusual for cities. For example, in the cities of El Cerrito, La Mirada and Moraga where infrastructure revenue measures were implemented, LEG continued to be engaged with each of these cities up through Election Day. Whether we will be continuing our partnership during a Phase Three period (August-November 2014) will be assessed and decided on later in the project period.

PROFESSIONAL FEES

As a returning client, LEG is pleased to offer a cost-effective proposal in meeting the City's current needs. LEG's proposed fee for preparing for a potential November 2014 measure is \$49,500 prorated over the anticipated project period for Phases One and Two of the project, which is anticipated to commence in October 2013 and conclude in July 2014.

Please remember that LEG's professional fee the City's cost to retain The Lew Edwards Group's (LEG's) strategic expertise, including overall project direction and advice, strategy, planning, and assessment. Professional fees are for strategic services only -- and do not include "hard" project costs such as polling, mailing data, postage, printing and design of Public Education materials, mailers, or brochures. If you haven't already received it, please expect to receive a separate polling proposal from Godbe Research.

A recommended Public Education project budget will be presented to the City by LEG in Phase Two, when survey results have been analyzed and we have a good understanding of the degree of outreach necessary for your constituents.

Please note that without exception and consistent with our past collaboration, the Lew Edwards Group does not charge on an hourly or time/materials basis.

CONCLUSION

I would like to thank you for your continued consideration of The Lew Edwards Group to meet your needs, and emphasize my firm's enthusiasm for a second partnership.

DRAFT

EXHIBIT A -- SCOPE OF SERVICES

Phase One Services

- Provide Project Management support, including developing meeting agendas, facilitating planning sessions, and coordinating the timely deployment of team tasks and assignments consistent with a timetable, agreed-upon strategy/work plan, and budget.
- Oversee Public Opinion Research Study to be conducted by City's designated pollster to assess issues such as constituent satisfaction, views on City revenue, service challenges, infrastructure projects, and the viability of up to two revenue-enhancement mechanisms desired by the City of San Leandro.
- Analyze and present survey, including identifying the public's service/funding priorities, key messages and information important to the community, and the level of interest, if any in a November 2014 revenue measure.
- Develop Strategic Findings that assess viability, risks and opportunities; if feasibility exists, recommend a Strategic Plan that includes recommendations on legally permissible Public Education Outreach activities to effectively educate your constituents, ideal timing and tax threshold, project budget and timetable.

Phase Two Services

- Provide Project Management support, including developing meeting agendas, facilitating planning sessions, and coordinating the timely deployment of team tasks and assignments consistent with a timetable, agreed-upon strategy/work plan, and budget for a projected November 2014 Revenue Election.
- Develop messaging materials to disseminate factual information about the City's fiscal needs, service delivery issues, or infrastructure projects, recommending strategies to repetitively saturate the message, and conducting message training.
- Conceive factual/informational materials such as Website copy, FAQs or informational mailers. If producing direct mail, Consultant is responsible for timely delivery to US Postal upon a schedule agreed upon by the parties, and will monitor but not be responsible for timely delivery once mailers are within the control of US Postal. All mailers are subject to the review and approval of the City Attorney.
- Assist the City in identifying a process for community and stakeholder consensus.

- Confer with the City Attorney and City staff on voter handbook submittals, to ensure that communications objectives are met.
- Provide clarifying or correct information to the public on a rapid response basis as needed.
- Advise the City on additional communications avenues to disseminate its factual information, such as social networking and e-techniques, and earned media.

Consultant's services will conclude no later than July 2014. Legal advice is not within Consultant's Scope of Services.

DRAFT

EXHIBIT B – SCHEDULE OF CHARGES

Consultant's services shall not exceed Forty-nine Thousand, Five Hundred Dollars (\$49,500) payable in monthly increments of Four Thousand, Nine Hundred and Fifty Dollars (\$4,950) on the last business day of each month commencing October 31, 2013 and ending July 31, 2013.

If the project period must be extended beyond this date for Phase Three services, additional fees shall apply.

Consulting fees do not include the costs of polling, printing, graphics or bulk postage which should be budgeted for separately by the City.

DRAFT



GODBE RESEARCH
Gain Insight

PROPOSAL TO PROVIDE REVENUE MEASURE FEASIBILITY POLLING SERVICES

Presented to the City of San Leandro

October 1, 2013

FIRM BACKGROUND AND EXPERIENCE

Godbe Research, a State of California certified small business enterprise (SBE), was founded in January of 1990. The firm is a full-service public opinion research agency that offers its clients extensive experience in public opinion research for ballot measure/assessment feasibility studies, community needs assessments, public education and outreach strategies, strategic and general planning efforts, and public sector marketing efforts. Our offices in San Mateo (Corporate/Northern California), Newport Beach (Southern California/Southwest), and Bellevue (Seattle/Northwest) house a staff of highly trained and experienced researchers (all Master's or Ph.D. level), and a commitment to providing superior quality research and client services.

The firm has been employed by public and private sector clients throughout the western United States, and the combined expertise of the Godbe Research team spans more than 50 years in the field of public opinion research. The Godbe Research Team consists of the President and Principal Researcher (Bryan Godbe), Vice President, and a staff of Senior Research Managers, Senior Statistical Analysts, Research Analysts, and Research Associates. Each team member has the education and experience commensurate with their position at Godbe Research, and the team regularly teaches, authors, and speaks in the field of survey research. In short, you will not find a more experienced and educated team in public opinion research.

Godbe Research has conducted more than 2,500 research projects for California local government agencies since our founding in 1990. In fact, we have specific experience with voter polling for hundreds of successful California local government revenue measures, including sales taxes, utility users taxes (UUT), transient occupancy taxes (TOT), parcel taxes, business license taxes (BLT), bonds, property owner assessments, and other funding mechanisms. Moreover, this experience includes dozens of successful revenue measure wins in general, special, and all mail ballot (voter and property owner) election cycles.

Some of our most recent polling experience includes projects leading to **successful** revenue measures for the Cities/Towns of Fairfield (2012 sales tax), Moraga (2012 sales tax), Artesia (2012 BLT), Albany (2012 sales tax and 2006 bond), Salinas (2012 sales tax) La Mirada (2012 sales tax and 2009 TOT), Santa Maria (2012 sales tax), Ridgecrest (2012 sales tax), Oakdale (2011 sales tax), Redwood City (2011 BLT and TOT), McKinleyville CSD (2011 assessment), Cupertino (2011 TOT and 2009 UUT), Concord (2010 sales tax), El Cerrito (2010 and 2008 sales taxes and 2004 UUT), Mammoth Lakes (2010 UUT), Placerville (2010 special sales tax), Union City (2010 sales tax), Novato (2010 sales tax), Tracy (2010 sales tax), Campbell (2010 TOT and BLT), San Rafael (2010 library and paramedic parcel taxes and 2009 library bond), San Jose (2010 card room tax), Davis (2010 sales tax), Mountain View (2010 UUT), Newark (2010 UUT), Atherton (2009 parcel tax), Hayward (2009 UUT), Banning (2009 TOT), Palmdale (2009 TOT), La Mirada (2009 general TOT), Half Moon Bay (2008 TOT), and others since the economic downturn of mid to late-2008. In addition, we are also currently working with or have recently worked with the Cities of Richmond, Hayward, Salinas, El Cerrito, South San Francisco, Pacifica, Mountain View, Los Altos, San Bruno, Kensington CSD, San Rafael, Corte Madera, Rancho Cordova, and others on voter polling for taxes or bonds for November 2013 or election cycles in 2014.

Our experience specifically in San Leandro and in greater Alameda County is just as diverse. In addition to providing voter polling services for the City of San Leandro in past successful election cycles, as well as the other Alameda County Cities listed above (Hayward, Albany, San Leandro, Newark, and Union City), we've also provided

polling for recently successful measures for the San Leandro Unified School District, Piedmont Unified School District, Newark Unified School District, Hayward Unified School District, Fremont Unified School District, Livermore Valley Joint Unified School District, and Dublin Unified School District in the same 2008 to 2013 time frame.

The research that Godbe Research performs represents a vital tool for improving the success rate of revenue measures for our local government clients. Through our revenue measure feasibility surveys, we can evaluate if cuts to City programs and services are more palatable than a voter supported funding mechanism; rank publically provided services in terms of satisfaction and importance to the local community; determine or confirm the appropriate funding mechanism; assess baseline and informed support for a revenue measure or measures; determine if it is possible to place multiple measures on the same ballot or subsequent ballots; determine the specific projects that voters are most interested in funding; identify the arguments and features of a measure that increase support for the measure; determine whether there is a need for a public information campaign and the substantive content of the campaign; determine the best election cycle in which to place a measure on the ballot, as well as; determine the maximum tax threshold at which the necessary proportion of voters will support a given revenue measure. Our tried and true approach has led to a successful passage rate of greater than 90% for all revenue measures for which the firm has been the pollster. Moreover, this rate is for the 23+year life of the firm; in good times and in bad.

As an organization, Godbe Research is a small business (less than 10 employees) and we manage our commitments wisely. This means managing our project load so that our President and Principal Researcher (Bryan Godbe) can be directly involved in each project we conduct at the project manager level. Similarly, we do not take on so many projects that we need to move team members or remove team members from current projects. Thus, Godbe Research is committed to allocating the team members outlined in this proposal for the duration of the voter polling for the City of San Leandro (San Leandro or City).

PROPOSED SCOPE OF WORK

Godbe Research is a recognized leader in voter opinion research for California cities, school districts, counties, park and recreation districts and other local government agencies. The firm believes that a project's success depends on recognizing the individual needs of each client. To this end, Godbe Research has crafted the following project plan for San Leandro to illustrate the types of considerations that go into each of our research projects.

Research Objectives

Before beginning any research project, Godbe Research spends significant time reviewing the client's unique research objectives to choose the most appropriate research design. Based on preliminary information obtained from the City, Godbe Research understands that there are several research objectives, the most important of which include evaluating voter opinions and attitudes on several potential revenue measures under consideration in the City of San Leandro.

These include a potential sales tax either as a renewal of an existing sales tax or a new sales tax, or a potential parcel tax (always a special tax). As specific taxes, any of these mechanisms could be placed on the June or November 2014 ballots, based on voter support and City purview. As a general tax, any new or existing sales tax would need to be on the November 2014 ballot (coinciding with Council elections) unless the City makes a fiscal emergency declaration by unanimous consent. Additional research objectives will be refined between San Leandro and Godbe Research at the project kick-off meeting.

Recommended Scope of Work

Godbe Research is a recognized leader in revenue measure feasibility polling and we have track record of providing polling for hundreds of successful local government revenue measures, which have generated more than \$25 billion dollars in funding for our local government clients. Based on this experience and information received from the City, Godbe Research has crafted the following scope of work for the City to illustrate the types of considerations that go into each of our research projects. Accordingly, specific services for the revenue measure feasibility survey of voters are envisioned to include:

- An in-person project kick-off meeting with the City of San Leandro, as well as additional meetings and conference calls, as needed, to discuss the research objectives of the study and other project tasks in detail.
- A review of San Leandro voter and resident demographics, polling and results on past ballot/revenue measures (both for the City and other agencies that also serve the City such as the school district's recent parcel tax), and other data sources that will help to inform the questionnaire and sampling design for this specific polling study.
- Developing of a stratified and clustered sample of San Leandro voters, likely to vote in the June and November 2014 election cycles, based on the City's research objectives for this study.
 - ❖ For reference, we have identified that there are a total of 42,297 voters in the City of San Leandro, of which 16,420 are expected to turnout for the June 2014 Gubernatorial primary election and 24,679 are expected to turn out for the November 2014 Gubernatorial general

election cycle. A November 2014 election also coincides with San Leandro City Council elections, thus making it a general tax opportunity without needing to declare a fiscal emergency.

- ❖ With the number of voters in the likely June and November 2014 electorate listed above and the likely need to evaluate two unique potential tax type measures, we would then recommend developing a split-sample design, with a two-way split of the sample.
- Designing and refining a survey instrument of between 15 and 18-minutes in length so that it addresses all of the research objectives of San Leandro for voter polling study. The survey instrument will be designed through an iterative process between the Godbe Research and the City, as well as other project stakeholders. A 15 to 18-minute survey balances the data needed of the survey with the amount of time we can expect to keep a given voter on the phone and engaged in the process, and with a split sample design, we can keep the survey to a manageable length within each sub-sample.
 - ❖ While each of our revenue measure feasibility surveys is customized to a given client; our survey design follows a specific and proven format. Accordingly, the survey will address topics such as: issues of importance to the community; a ranking of City provided services; a first unaided ballot test for each measure in our split-sample design; tax threshold test using a reverse auction method for each measure; projects/programs to be funded or maintained by each measure looking at specific taxes first; arguments 'for' and 'against' the measures; duration of each measure and any special features; a second ballot test for each measure after relevant information has been presented, and finally; demographic questions for those not included in the voter file.
- Pre-testing the survey instrument to ensure that the questions and response codes are understandable to respondents, and to ensure that the survey length coincides with the budgeted survey length for the project.
- CATI programming the survey instrument for efficient and accurate data collection. While we program the survey instrument into a computer to allow for skip patterns and elimination of potential errors, all interviews are conducted via a live interviewer in the western United States.
- Optionally translating the survey into Spanish and/or Cantonese to account for the roughly 5% and 10% of all San Leandro voters of Latino and Chinese ethnicity that are estimated to be linguistically isolated, respectively, based on a review of the State voter file.
- Training telephone interviewing personnel on the survey questionnaire and interviewing protocol, during an approximately one hour training session.
- Conducting approximate 15 to 18-minute telephone interviews 700 (n=700) total San Leandro voters according to a strict interviewing protocol and or recommended split sample design. This would allow for 350 voters in each split sample, assuming we conduct an even number of interviews in each split.
 - ❖ For reference an overall sample size of 700 (n=700) voters will provide for a margin of error range of no greater +/-3.67% at the 95% confidence level. More importantly a sub-sample of 350 in each split

of voters would provide for a margin of error of no greater than +/- 5.22% at the 95% confidence level.

- Processing the data from the voter survey according to stringent quality control procedures, and weighting the data to adjust for population distribution, as needed.
- Meeting with the City of San Leandro to review the topline/aggregate survey results, which will help guide the analysis and reporting of data to be of maximum value to the City in moving forward with planning or policy decisions based on the survey results.
- Analyzing the survey results and preparing a comprehensive report of findings for San Leandro which directly addresses the research objectives outlined for this project. Our reports are customized to each client's unique research objectives and typically include an executive summary (or highlights memo), methodology section, key findings and conclusions, applicable charts and graphics, as well as a complete set of crosstabulations for all questions asked in the survey and a copy of the survey questionnaire.
 - ❖ Feasibility Analysis: Godbe Research will advise the City if any revenue measure is feasible for June or November 2014, based on our polling results, or if a longer public education and outreach process is necessary prior to placing any measure on the ballot. In addition, we will advise which measure, if any, is most palatable to voters and if that measure does better as a specific or general tax. Finally, should more than one measure be viable, we will also make a recommendation on the recommended sequencing measures if this is of value to the City.
 - ❖ Ballot Question Wording: Godbe Research will help to recommend a version of the ballot question that reflects the benefit ranking results from the survey for the final measure (by tax type) and formatting of that measure (general or specific tax). Furthermore, we will work with the City and other project stakeholders to refine that language until it meets the approval of all key parties.
 - ❖ Tax Threshold Report: In many cases, a voter's decision to vote 'for' or 'against' a measure depends on how much a measure will cost. Godbe Research's tax threshold report looks at how various tax levels will affect the City's chance of passing each tax measure in order to maximize the revenue amount to meet the City's needs.
 - ❖ Geographic Targeting Report: The geographic targeting report is used to demonstrate how survey findings can be integrated into a field-based communications effort. This is especially important in a City like San Leandro where support could vary by length of residence (when you bought your home), and certainly partisanship.
 - ❖ Election Timing Report: The election timing report section will describe the factors associated with the June and November 2014 election cycles, integrate these factors with survey findings, and determine if there are any potential problems with those cycles.
 - ❖ Godbe Research's Profile of Voters: Godbe Research has created a proprietary model used to create a profile of "Strong support,"

“Potential support,” and “Strong opposition”. These profiles outline the various voter subgroups and their level of support for targeting supporters in any education/outreach or other campaign.

- Presenting the results and recommendations from the survey to City staff and administration, as well as the San Leandro City Council for up to two project presentations.
- Post project consulting with the City and other project stakeholders on the results and recommendations from the survey throughout the revenue measure processes, as needed, and at no additional charge.
- Optional development of a tracking survey of 350 (n=350) voters likely to vote in the specific election cycle of interest (June or November 2014), should the Council move towards a revenue measure and a specific cycles for that measure.
 - ❖ We recommend a survey instrument of approximately 12 to 15-minutes in length for any tracking survey conducted for the City, and a sample size of 350 overall voters will provide for a margin of error of no greater than +/-5.22% at the 95% confidence level, when looking voters likely to vote in either June or November 2014.

PROPOSED PROJECT TIME LINE

Because of our experience in conducting voter opinion research for a wide variety of clients including counties, cities, school districts, and other public agencies, Godbe Research can conduct a voter survey over about four to six weeks, however, preliminary results can be made available much sooner, if required. Below we have provided a general polling time line in number of days, which will be formalized into specific dates shortly after the project kick off meeting when we can discuss collective schedule and deliverable due dates. San Leandro meetings (e.g. project kick off meeting) and tasks (e.g. questionnaire review) have been *italicized* for easy review.

<u>Project Task</u>	<u>Approx. Time</u>
<i>Project Kick-Off Meeting with the City</i>	<i>1 Day (1 to 2 hours)</i>
Review of Previous Surveys and Data	1 to 2 Days
Questionnaire Drafting and Refinement	10 to 12 Days
Sample Development and Matching (concurrent with questionnaire drafting)	2 to 3 Days
<i>Meeting with City to Review Draft Survey</i>	<i>1 Day (1 to 2 hours)</i>
Questionnaire Revisions (as needed)	3 to 5 Days
Pretest and CATI Programming	2 Days
Survey Translation	1 to 2 Days
Data Collection / Interviewing	4 to 6 Days
Initial Data Processing	3 to 5 Days
<i>Topline Report Meeting with San Leandro</i>	<i>1 Day (1 to 2 hours)</i>
Analysis and Reporting	8 to 10 Days
<i>Report/Recommendations Review w/ the City</i>	<i>1 Day (1 to 2 hours)</i>
<i>Presentation of Findings to City Staff, Administration and City Council</i>	<i>Anytime After Final Report Submittal</i>
<i>Post Survey Consulting on Results with San Leandro and Other Stakeholders</i>	<i>Ongoing Through Election Day</i>
Tracking Survey of Voters	4 to 5 Weeks

GODBE RESEARCH PROJECT MANAGER

Reliable polling results depend on having a firm that understands the complexities and nuances of survey research design, including sampling theory, questionnaire design, and data analysis. Indeed, although it appears easy to conduct a voter survey, it is in fact very difficult to design and conduct a survey where the resulting data are reliable measures of the opinions and behaviors one intends to measure, and the data can be accurately projected to the larger population of interest.

The team at Godbe Research is comprised of recognized experts in voter polling research design and implementation, and for this project we will assign our most experienced team members with the ability to add more should the need arise. For example, our Project Manager for this project Bryan Godbe (President and Principal Researcher), has designed and conducted more than 150 survey research projects in the past three years alone, including projects for each of the client references listed in the previous section.

Bryan will execute all stages of the project, including sampling design and questionnaire development, overall project management, analysis, reporting, and presentations, and will be the day-to-day contact for San Leandro staff and administration from Godbe Research. Bryan will be assisted by other Godbe Research team members, as necessary and a brief resume for Bryan has been provided below.

Bryan Godbe, M.A.
President and Principal Researcher

Founder of Godbe Research, Mr. Godbe has over 20 years of experience in public opinion research, public relations and government affairs. In this capacity, he has conducted public opinion and market research projects at the national, state, and local levels including projects for the Cities of Portland (Oregon), Tacoma (Washington), Henderson (Nevada), San Francisco, San Diego, Los Angeles, Sacramento, and San Jose (California).

Mr. Godbe received a Silver Anvil Award from the Public Relations Society of America for the development and implementation of an outstanding government affairs program on behalf of the Contra Costa Water District. This program was based on Mr. Godbe's extensive research including baseline research, focus groups and three tracking polls. In addition, Mr. Godbe was recently the pollster for recently successful taxes/bonds for the Cities/Towns of Hayward, El Cerrito, San Leandro, Newark, and Union City, San Leandro Unified School District, Hayward Unified School District, Fremont Unified School District, and others.

Prior to founding the firm, Mr. Godbe was Vice President of Research at a California based public relations firm. Mr. Godbe also serves as the Senior Research Consultant at the Center for the Study of Los Angeles, at Loyola-Marymount University. He has a Master's Degree from the University of Michigan where he studied survey research methodology at the Institute for Social Research; and a B.A. degree from the University of California, Berkeley.

CLIENT REFERENCES

Below are several client references for the City of San Leandro to contact that demonstrate our experience with similar types of voter polling projects. Feel free to contact any of our references at your convenience, or let us know if you would like us to assist in making contact. Please note that these represent a mix of Alameda County clients as well as clients seeking specific or general taxes similar to those of the needs of the City of San Leandro.

City of El Cerrito

Projects: 2013 Bond and Charter City Measure Feasibility Survey
2010 Sales Tax Measure Feasibility Survey
2009 Sales Tax and Bond Survey
2008 Streets/Roads Specific Sales Tax Tracking Survey
2007 Bond/Parcel Tax/Sales Tax Feasibility Study (split sample)
2006 City Communications Survey
2004 UUT Measure Feasibility Study

Contact: Scott Hanin, City Manager
Phone: 510-215-4301

Notes: Our two most recent projects for the City of El Cerrito were polling for a successful specific (66.7%) sales tax for street/road improvements in the June 2008 election cycle, as well as polling on a successful general sales tax measure for November 2010. We are also currently working with the City on a revenue measure survey process for 2012.

San Leandro Unified School District

Contact: Cindy Cathey, Superintendent
Projects: Parcel Tax Measure Feasibility Survey 2012
Phone: 510-895-4199

Notes: Godbe Research was the pollster for the District's successful November 2012 parcel tax measure.

City of Hayward

Projects: 2012 Bond Measure Polling Study
2010 City Satisfaction Survey
2009 Utility Users Tax Survey of Voters
2008 City Satisfaction Survey
2007 Revenue Measure Feasibility Survey (split sample)
2000 Revenue Measure Feasibility Survey

Contact: Fran David, City Manager
Phone: 510-583-4302

Notes: UUT passed in the May 19, 2009 Statewide special election when all the up-ballot State revenue-based measures failed. We will be beginning to work with the City on a bond measure polling process with a focus on 2012 or 2013.

City of Union City

Projects: 2010 Sales Tax Measure Tracking Study
2010 Revenue Measure Feasibility Study

Contact: Tony Acosta, Deputy City Manager
Phone: 510-675-5394

Notes: Godbe Research was the pollster for the City's successful November 2010 general sales tax measure.

Fremont Unified School District

Projects: Parcel Tax Measure Feasibility Study 2010
Bond Measure Feasibility Study 2001

Contact: Larry Sweeny, Trustee

Phone: 510-657-2350

Notes: Pollster for the District's successful November 2010 parcel tax (only one of only two parcel taxes to pass in November 2010). We are currently working with the District on a bond measure polling process for 2014.

Dublin Unified School District

Projects: Bond Measure Feasibility Study 2012
Parcel Tax Feasibility Study 2008
District Planning Study of Residents 2006

Contact: Dr. Stephen Hanke, Superintendent

Phone: 925-828-2551 ext. 8001

Notes: Godbe Research was the pollster for the District's first parcel tax, passed in the November 2008 general election cycle. We are were also the District's pollster for their successful June 2012 bond measure.

PROJECT COST OPTIONS

Godbe Research takes great pride in delivering reliable and practical research projects 'on time and on budget'. In doing so, we prefer to provide a firm, fixed fee format for our cost proposals. This is because it would be hard to provide the pricing the flexibility in the six options below using an hourly format, without being overly confusing to our potential clients.

Based on our basic understanding of San Leandro's research objectives and goals for the polling, Godbe Research recommends that the City conduct an approximate 15 to 18-minute survey comprised of 700 (n=700) total San Leandro voters likely to vote in the June and November 2014 election cycles of interest. A sample size of 700 voters will allow for a two-way split of 350 voters. In addition, we have also provided optional costs to translate the survey into Spanish and/or Cantonese and provide interviewing services in each language for up to 5% and 10% of all interviews, respectively, based on likely language information contained in the State voter file.

Finally, we have also provided optional costs to conduct a 12 to 15-minute tracking survey of 350 (n=350) voters just prior to Council action to place a revenue measure on the ballot, should the City of San Leandro move beyond the initial revenue measure feasibly polling phase. Again, we have also provided optional costs to translate the tracking survey into Spanish and/or Cantonese and provide interviewing services in each language for up to 5% and 10% of all interviews. Survey lengths and sample sizes for the baseline and tracking survey are commensurate with previous polling efforts conducted for the City of San Leandro.

The prices below reflect the all-inclusive costs to complete the voter polling project-- the overall cost will not exceed those shown below, provided that parameters (survey length, sample size, etc.) of the project conform to those outlined in this proposal. Should project parameters or San Leandro needs change, we will be happy to provide amended costs prior to proceeding.

Baseline Survey of 700 (n=700) San Leandro Voters

<u>Project Task</u>	<u>15-min.</u>	<u>18-min.</u>
Listed Voter Sample	\$1,600.00	\$1,600.00
Voter Telephone Match (cell/land line)	\$800.00	\$800.00
CATI Programming	\$1,080.00	\$1,290.00
Survey Pretest	\$150.00	\$150.00
Telephone Interviewing	\$14,560.00	\$17,360.00
Data Processing	\$1,110.00	\$1,250.00
Research Fee	\$8,250.00	\$8,250.00
Project Management	\$3,000.00	\$3,000.00
<u>Miscellaneous Expenses</u>	<u>\$150.00</u>	<u>\$150.00</u>
English Only Total	\$30,700.00	\$33,850.00
Spanish Language Translation	\$475.00	\$750.00
<u>Spanish Interviewing Fee (5%)</u>	<u>\$700.00</u>	<u>\$1,050.00</u>
Cost to Include Spanish	\$1,175.00	\$1,800.00
Cantonese Language Translation	\$725.00	\$1,075.00
<u>Cantonese Interviewing Fee (10%)</u>	<u>\$1,750.00</u>	<u>\$1,925.00</u>
Cost to Include Cantonese	\$2,475.00	\$3,000.00

Optional Tracking Survey of 350 (n=350) San Leandro Voters

<u>Project Task</u>	<u>12-min.</u>	<u>15-min.</u>
Listed Voter Sample	\$900.00	\$900.00
Voter Telephone Match (cell/land line)	\$800.00	\$800.00
CATI Programming	\$865.00	\$1,080.00
Telephone Interviewing	\$6,475.00	\$7,280.00
Data Processing	\$800.00	\$800.00
Research Fee	\$6,000.00	\$6,000.00
Project Management	<u>\$2,000.00</u>	<u>\$2,000.00</u>
English Only Total	\$17,840.00	\$18,860.00
Spanish Language Translation	\$300.00	\$475.00
<u>Spanish Interviewing Fee (5%)</u>	<u>\$200.00</u>	<u>\$350.00</u>
Cost to Include Spanish	\$500.00	\$825.00
Cantonese Language Translation	\$575.00	\$725.00
<u>Cantonese Interviewing Fee (10%)</u>	<u>\$965.00</u>	<u>\$875.00</u>
Cost to Include Cantonese	\$1,540.00	\$1,600.00



GODBE RESEARCH
Gain Insight

GODBE RESEARCH

www.godberesearch.com

San Francisco Office/Northern California and
Corporate Offices
1660 South Amphlett Boulevard, Suite 205
San Mateo, CA 94402

Southern California Office/Southwest
4695 MacArthur Court, 11th Floor
Newport Beach, CA 92660

Seattle Office/Northwest
601 108th Avenue NE, Suite 1900
Bellevue, WA 98004



City of San Leandro

Meeting Date: December 2, 2013

Resolution - Council

File Number: 13-594

Agenda Section: CONSENT CALENDAR

Agenda Number:

TO: City Council

FROM: Chris Zapata
City Manager

BY: Lianne Marshall
Assistant City Manager

FINANCE REVIEW: David Baum
Finance Director

TITLE: RESOLUTION Authorizing the City Manager to Execute a Non-Professional Services Agreement with The Lew Edwards Group to Provide Strategic Consulting Services for Revenue Measure Planning (authorizes an agreement in an amount not to exceed \$49,500 from the General Fund economic contingency reserve)

WHEREAS, The Lew Edwards Group has submitted a proposal to the City of San Leandro ("City") to provide strategic consulting services for revenue measure planning; and

WHEREAS, the City desires to enter into a sole source agreement with The Lew Edwards Group, based upon their distinct subject matter expertise, as well as San Leandro-specific knowledge that was obtained through past work experience providing consulting and project management support for previous local revenue measures.

NOW, THEREFORE, the City Council of the City of San Leandro does RESOLVE as follows:

That the City Manager is authorized to execute a Non-Professional Services Agreement with The Lew Edwards Group in an amount not to exceed \$49,500, for strategic consulting services for revenue measure planning.



City of San Leandro

Meeting Date: December 2, 2013

Resolution - Council

File Number: 13-595

Agenda Section: CONSENT CALENDAR

Agenda Number:

TO: City Council

FROM: Chris Zapata
City Manager

BY: Lianne Marshall
Assistant City Manager

FINANCE REVIEW: David Baum
Finance Director

TITLE: RESOLUTION Authorizing the City Manager to Execute a Non-Professional Services Agreement with Godbe Research for Revenue Measure Feasibility Polling Services (authorizes an agreement in an amount not to exceed \$59,935 from the General Fund economic contingency reserve)

WHEREAS, Godbe Research has submitted a proposal to the City of San Leandro ("City") to provide revenue measure feasibility polling services; and

WHEREAS, the City desires to enter into a sole source agreement with Godbe Research, based upon their distinct subject matter expertise, as well as San Leandro-specific knowledge that was obtained through prior revenue measure feasibility studies for the City.

NOW, THEREFORE, the City Council of the City of San Leandro does RESOLVE as follows:

That the City Manager is authorized to execute a Non-Professional Services Agreement with Godbe Research in an amount not to exceed \$59,935, for revenue measure feasibility polling services.